FREIGHT TRAFFIC ISSUE: CARGILL'S TRANSPORT PHILOSOPHY p. 37

FEBRUARY 28, 1966

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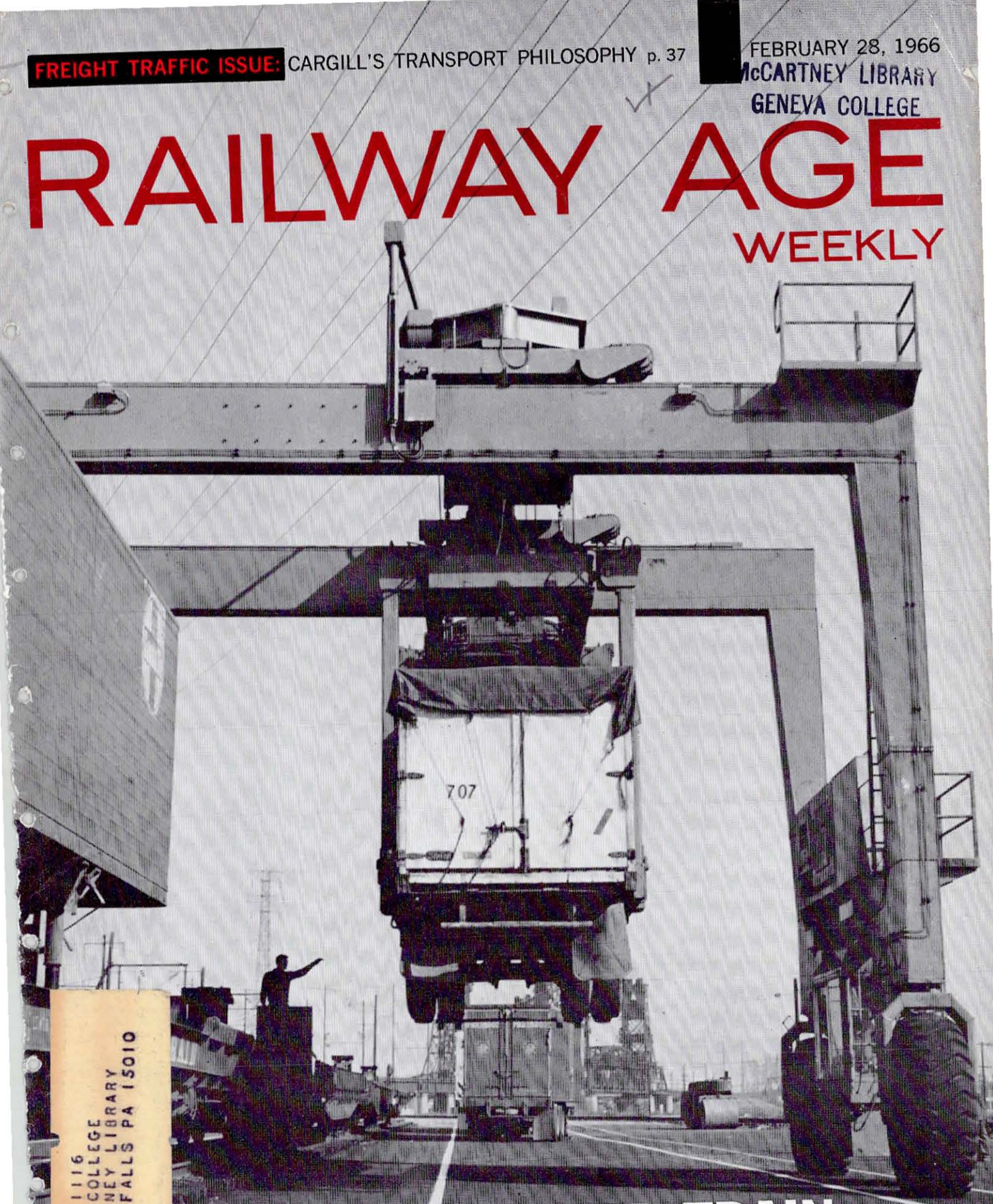
RAILWAY AGE

WEEKLY



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TRAILER TRAIN

A healthy 10-year-old looks confidently to another decade of growth p. 29

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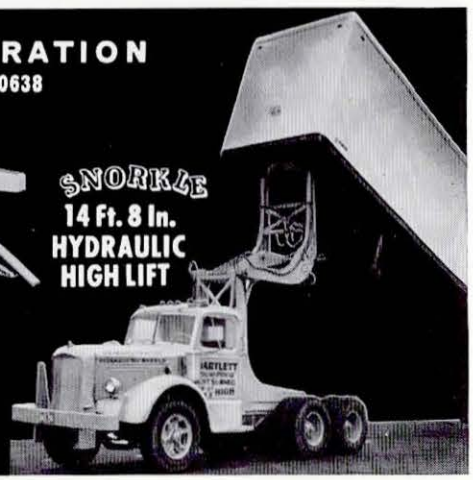

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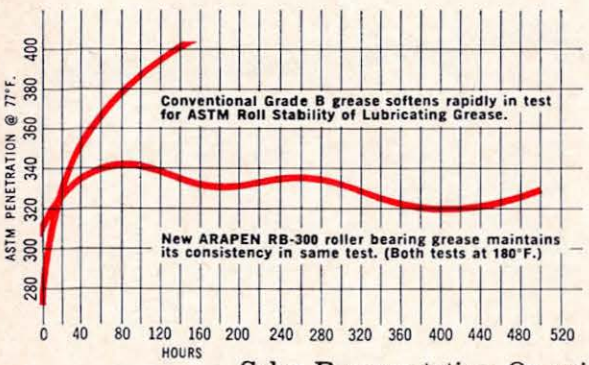

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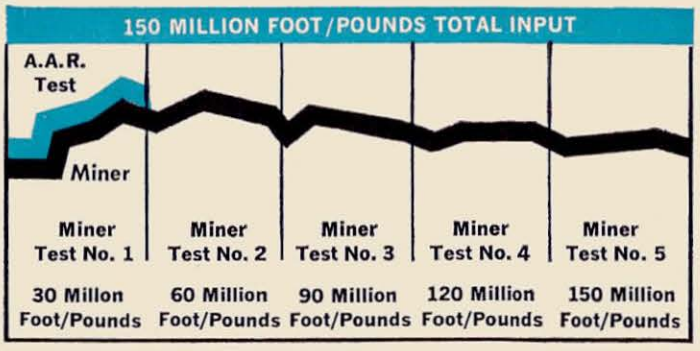

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RAILWAY AGE

February 28, 1966 • Vol. 160, No. 8

THIS WEEK

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88 The Action Page—What does 'utilization' mean?

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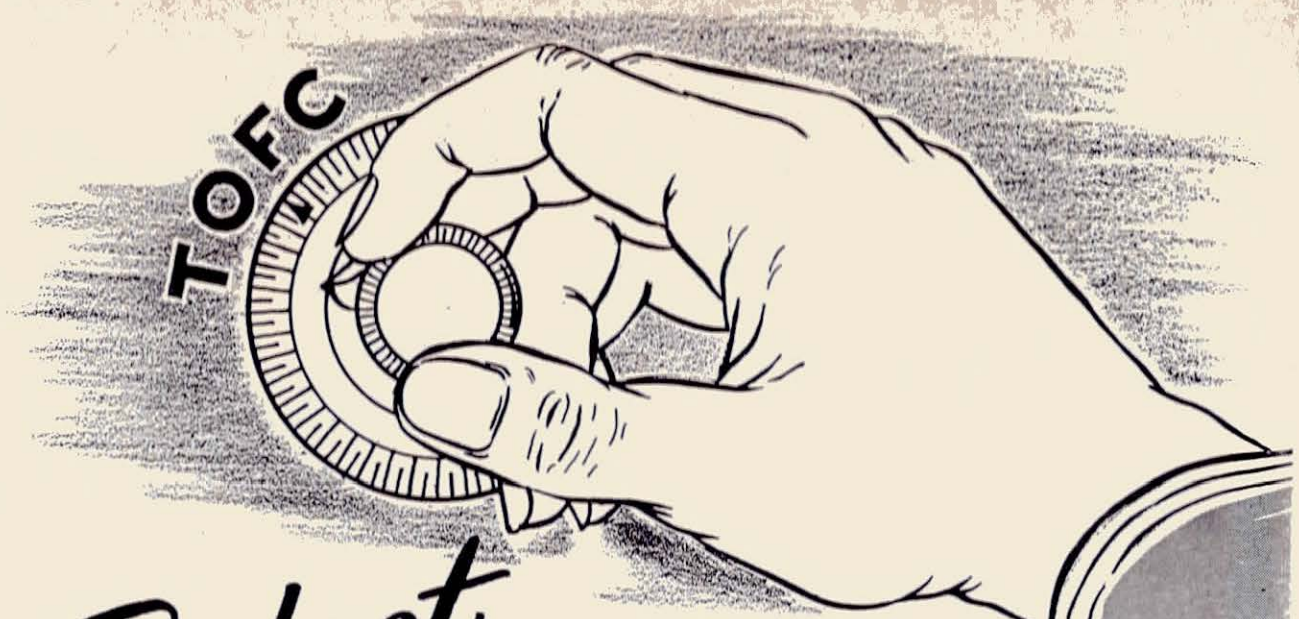

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SHORT AND SIGNIFICANT

BLE still silent on wage movement

The Brotherhood of Locomotive Engineers is planning a 1966 wage movement—but as yet there's no firm figure on demands. After a recent meeting of the union's advisory board, BLE officers were quoted as saying they'd ask for a 10% wage boost—which would be considerably less than other organizations are shooting for. BLE Grand Chief Perry S. Heath, however, said the report was "totally inaccurate." Meantime, the advisory board did take certain action—approving resolutions (a) condemning attacks on BLE leadership by the Brotherhood of Locomotive Firemen & Enginemen and reaffirming support of BLE officers; (b) urging all engine-service employees to join the BLE.

BLF&E takes its fight to the courts

Attorneys for the BLF&E are expected to be in U.S. district court in Chicago March 1 to ask for a preliminary injunction in their fight to wipe out the force and effect of the firemen-off law and award March 31 and force the carriers to revert to the Diesel Agreement of 1950. At the same time, the union is still pressing for mediation on a half dozen roads, and BLF&E President H. E. Gilbert indicated the National Mediation Board will assign numbers for cases on three roads—Chesapeake & Ohio, Louisville & Nashville and Southern Pacific (Pacific Lines).

Northeast Corridor: 16 years of decline

More than half of 470 daily passenger trains serving the New York-Washington area were dropped in the 16-year period 1947-1963, according to a study of the southern section of the Northeast Corridor released last week. The survey was made for the Commerce Department by the University of Maryland. It showed that the three principal carriers—the Baltimore & Ohio, the Pennsylvania, and the Reading—eliminated 271 of the daily passenger runs serving the New York-Philadelphia-Baltimore-Washington-Harrisburg area in the period covered. The report noted that during the 16 years there had been 10 fare increases, and competition from other modes had increased considerably.

Car leasing: The trend is up . . . up . . . up

Car leasing continues to exhibit healthy growth and ACF Industries is one of the firms participating in the boom. ACF's investment in freight-car leasing increased by more than $25 million in 1965, and will grow even more in 1966, predicts H. A. Correa, executive vice president. Leasing of tank and other types of freight cars is expected to contribute more than one-third of ACF's record profits for this year. Correa notes that, as a lessor manufacturing its own cars, ACF is in the favorable position of decreasing its dependence on the open market by absorbing a growing proportion of its plants' output for lease purposes. In the fiscal year ending April 30, ACF will build more than 11,000 freight cars.

Transportation center proposed for Boston

Boston's historic South Station is proposed as the site for a $52-million consolidated trade and transportation center. The planned self-sustaining complex would contain a terminal area for all forms of travel, a major trade center, parking garage, motor hotel and an office building to serve international commerce and transportation interests. Plans for the 3,045,000-square-foot center have been revealed by the Massachusetts Port Authority. Studies indicate that the center would return $1 million in direct revenues to the city the first year; double that in later years. Edward J. King, executive director of MPA, pointed to the complex as the "key that will open the door to unprecedented business growth for the city, state and New England Region."

MONDAY MORNING REPORT

Only alternative to good p.r. is bad p.r.

Many railroad men have forgotten the severe setbacks suffered by the carriers when the industry had bad relations with the traveling and shipping publics—and no public relations men. The industry discovered back then that the alternative to good public relations was not public neutrality but rather costly animosities between railroads and the publics they served.

Public relations needs were obvious, but—

Railway Age called for industry action back in 1909. In an editorial entitled "Wanted: A Diplomatic Corps," this paper pleaded for "better public relations." Railroads and the then-numerous transit companies suffered much from adverse public opinion. In one five-year period more than 2,000 laws affecting railroads were enacted by state and federal lawmakers.

The pioneers had trouble, within and without

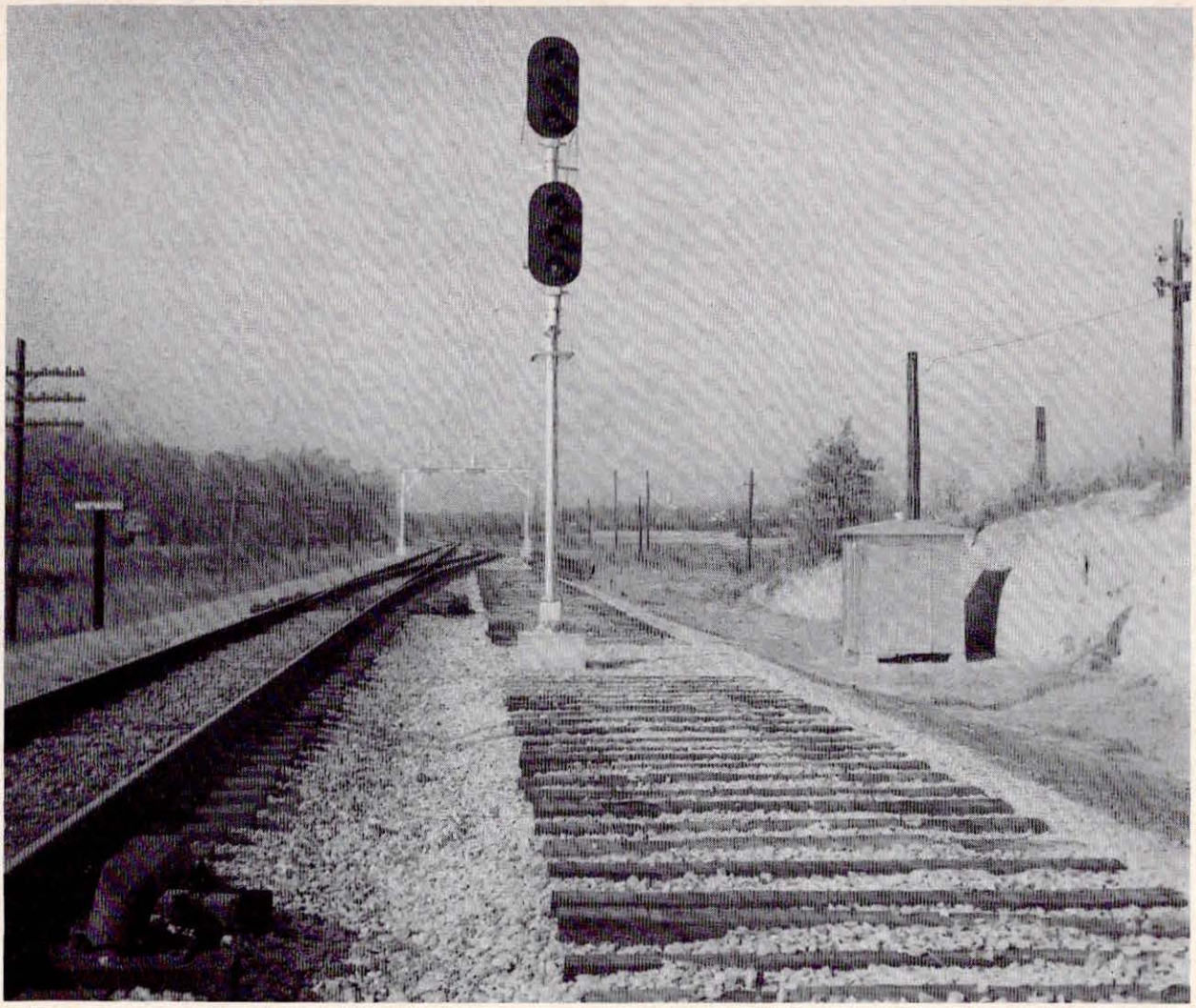
B&O was one of the first roads to make a move—in 1910, when they hired J. Hampton Baumgartner to "establish closer relations with the public." In 1916, the Pere Marquette set up a full-scale p.r. department. Early p.r. practitioners traveled a rocky road. They weren't particularly welcomed by railroad managers, the press or by the public. But they persevered and laid the groundwork for the substantially improved public relations position the industry enjoys today. Several pioneer public relations men deserve credit for this—but few so much as the tall, imposing man who has headed up Illinois Central's p.r. department for 46 years. George M. Crowson, assistant to IC's President Wayne A. Johnston, has had a direct and influential hand in industry public relations from that effort's infancy. Crowson (who retires Feb. 28) had a hand in organizing all of the industry associations dealing with public relations and publications, from the AAR's public relations department to the American Railway Magazine Editors Association (now the ARE) which he founded back in 1926. His ability as a public relations man won him national recognition, too, when he was elected national president of the Public Relations Society of America in 1956.

The Crowson 'touch'

Crowson's touch can be seen in many places. It can be seen in IC's p.r. programs, the road's on-line institutional advertising in newspapers (described by Printers' Ink as the outstanding such series in advertising history), the publication of one of the best employee magazines in the industry, and in IC's frank and friendly relations with the press and the public. Above all, Crowson's touch can be seen in IC's care to avoid superficial approaches to p.r. problems. "You can call a wart a beauty mark all you like, but it's still a wart," is the way Crowson once expressed his distaste for the cosmetic approach to public relations.

It's everybody's job, all the time

Crowson feels strongly about what railroads and railroad men must do to continue meriting public approval and support. Here's how he sees the job ahead: "If railroads are to succeed in the face of the powerful forces that confront them today, they need and must have public support. That support doesn't just happen, it must be won. It can only be won by superior performance of the railroads—backed by the knowledge, understanding and appreciation of the public. Winning that knowledge, understanding and appreciation is the goal of our public relations programs, but it needs the support of everyone identified with the industry—on and off the job. It is up to all of us to win—and keep—this public support."



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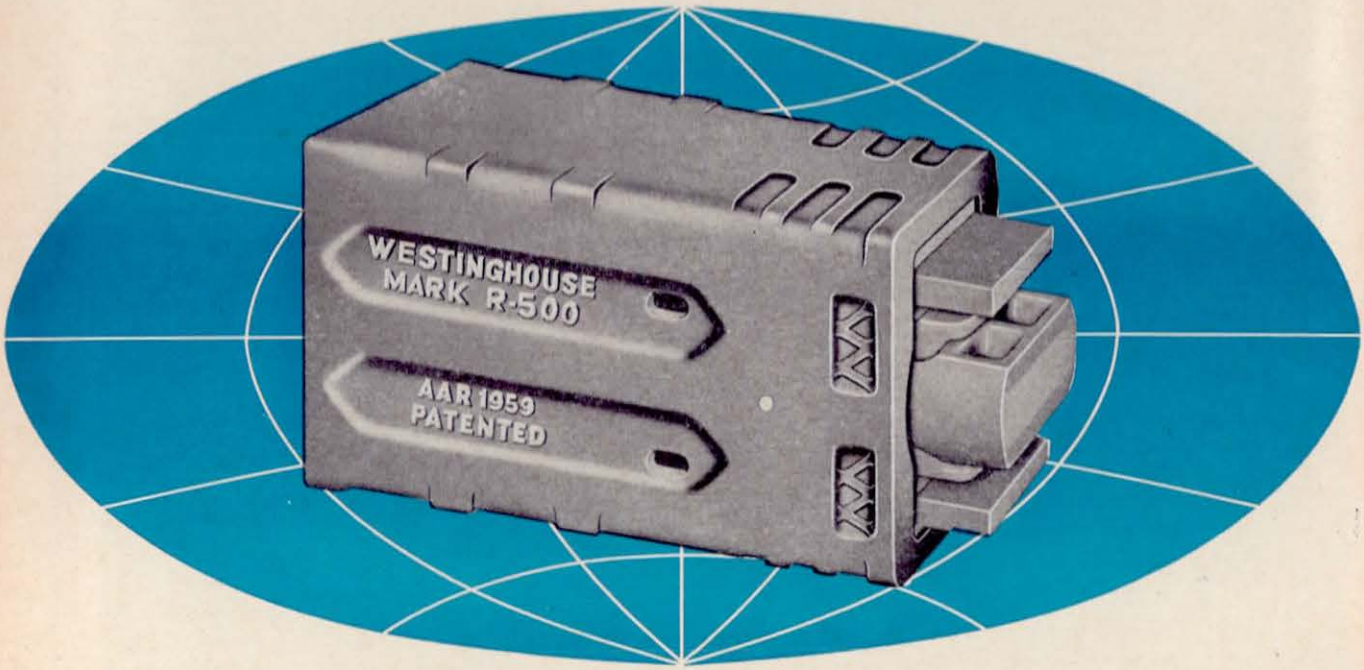

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WEEK AT A GLANCE

C&NW posts record commuter earnings . . .

Chicago & North Western posted some muscular figures last week for its 1965 Chicago commuter operation. Record highs in both revenues ($15,657,000) and net income ($1,387,000) were achieved as the road carried more than 21,361,000 riders in 1965, an increase of 4.2% over rider volume in 1964. C&NW is enjoying rising traffic despite competition from expressways that parallel all three of its suburban lines. The road also notes significant rises in the rate of growth for non-rush-hour traffic, larger even than the rate of increase during rush hours. C&NW Chairman Ben W. Heineman says his road is ordering 10 additional bi-level commuter cars costing $1.7 million for fall delivery to meet anticipated needs of its growing suburban service.

. . . and other Chicago roads show gains

Elsewhere in Chicago, the commuter picture, while not as bright as C&NW's, displays signs of improvement. Milwaukee had increases of 4% in riders and 5.6% in commuter revenues. Illinois Central was $48,224 in the black, despite heavy expenses incurred last year as it installed automatic ticket collecting devices. IC's suburban trains carried 18,109,286 passengers in '65, compared with 16,859,591 in 1964. Burlington, while reporting a drop of slightly less than 1% in riders, took in $4,865,312 last year from commuter operations as compared with $4,471,475 in 1964 because of a fare increase that went into effect Jan. 1, 1965.

Rock Island reported a 4.3% decrease in commuters (5,715,855 vs 5,975,695 in 1964) but a 5.7% increase in revenues ($3,764,330 vs $3,549,786).

Chicago South Shore and South Bend cut its loss from 1964's $330,823 to $294,822 in '65. Number of riders carried by CSS&SB in 1965 was practically the same as in 1964, but South Shore's president, Bill Coliton, notes that there has been a rise in patronage since Jan. 1.

Dow Chemical plans a unit-train operation

Another major unit-train application is in the works —this one operating between coal mines in southern Ohio and Dow Chemical's production facilities in Midland, Mich. Dow is ordering approximately 220 109-ton-capacity aluminum-body hopper cars from FMC Corp. When the trains go into service later this year, they'll haul up to 10,000 tons of coal from mines to the Midland chemical complex every third day. Dow describes the car hopper design as providing "the simplest, most trouble-free method yet developed for power-plant use." Car doors will be operated by an "oversize two-way air cylinder," actuated by off-track air. Design also calls for high-angle slope sheets and use of a Dow Corning silicone treatment on car-bottom interiors to minimize freezing. These factors, coupled with fast turnaround, Dow believes, will make use of car shakers and thawing pits unnecessary. The FMC-designed-and-built hopper cars will put the chemical company in the unit-train business. But Dow says it's also developing a similar high-tonnage "sow-belly" gondola. And cars of either design, the company indicates, "will be available to utility companies or other large coal haulers on lease."

Brosnan: The high cost of restrictive rate-making

Southern President D. W. Brosnan, a persistent and eloquent advocate of greater rate-making freedom, took up the cudgels again last week. He called it "a disgrace" that Southern had to fight for more than four years to get final approval to lower rates for grain carried in its Big John cars. Such delays, he said, "are economic handicaps" to the whole country. He said that if freight rate regulatory laws are brought into line with mid-20th century realities, the country will benefit and a substantial counter-force to combat inflation will be put into effect. "The billions of dollars now wastefully expended each year on transportation will be directed into useful and productive channels. . . ."

Long Island will test 'Turboliner'

A gas-turbine-powered experimental passenger car, dubbed a "Turboliner," will be under test late this summer on the Long Island over a 20-mile line between Bethpage and Ronkonkoma, N.Y. (RA, Nov. 1, 1965, p. 7). The $1.4-million, 8-month test, financed by federal and state funds, aims to assess gas turbines as prime movers for heavy-duty, high-speed commuter service over routes where electrification cannot now be justified. The stainless steel car, designed and built by Budd, will be powered by a pair of 535-hp Garrett-AiResearch gas-turbine engines. The 85-foot, 85,000-pound car will not carry revenue passengers during the test program. Budd President P. W. Scott expects that the turbine engines, similar to those used in aircraft, may prove superior to diesel engines and electric motors for some types of suburban rail service. H. H. Wetzel, Garrett president, sees gas turbine technology benefitting the railroad industry just as it has the airline industry.

New subway line opens in Toronto

The 8-mile, $200-million Bloor-Danforth line of the Toronto Transit Commission (RA, June 14, 1965, p. 18) opened Feb. 26 following innaugural ceremonies the previous day. This new east-west crosstown route intersects the 6-mile, J-shaped transit line which TTC had previously operated so that three train routings now provide an integrated service over the entire system. A key to this integrated operation is an automatic train identification installation for directing trains through the University interlocking (at the top of the short leg of the J) where they may turn east or west along the Bloor-Danforth route. Automatic identification also actuates signs in stations.

GUS WELTY'S LINES ON LABOR

WELTY

WHAT HAPPENS IF the Brotherhood of Locomotive Firemen & Enginemen tries to go on strike, selectively or otherwise, at the end of March or at whatever other point the union might feel free to act? Probably, a lot of things — including the initiation of serious proposals to change the Railway Labor Act in ways that the organizations (if not the carriers) might regret for years to come. It's not likely that anybody would try to ram through a law quite so unworkable as New York's anti-strike measure, the Condon-Wadlin Act. But how about an amendment to the RLA which would make emergency-board reports binding on the parties? Such an extension of emergency-board powers already has substantial support in management. Congress could find it attractive.

THE BROTHERHOODS stand four-square against permitting boards to make decisions instead of mere recommendations. But the brotherhoods have seen Congress turn its back on their protests before—in the legislation that sent the fireman-off and crew-consist issues to arbitration. More than a few thoughtful labor leaders now worry that the lawmakers, given cause, might react sharply again—and this time not just in a one-shot way.

OTHER RAIL UNIONS, as a matter of fact, might be pardoned for wishing that the whole fireman-off dispute would just go away. Among train-service people, for example, there seems to be a feeling that they went down the drain with the BLF&E in the whole work-rules dispute and particularly in the arbitration proceedings. Train-service people don't want to do it again. But they can't dictate a course of action for the Firemen. They can only hope.

WHY DOES A BLF&E WALKOUT seem so inherently dangerous to other unions? Possibly, so some observers believe, because national disapproval would come crashing down on the union—and, by extension, on rail labor generally.

IT APPEARS that the BLF&E has made little progress in convincing the public that the fireman is, indeed, a necessary employee. Firemen are still referred to as firemen—not helpers. Union arguments regarding safety and hardship-to-members seem to have stirred little interest. Perhaps a nation accustomed to rapid industrial change and to the phasing out of whole occupational groups prefers to put its trust in the protection of displaced workers over the protection of institutions. This is admittedly a kind judgment which the Firemen don't believe and don't buy and can't be expected to. But the BLF&E's position is not necessarily shared by all of rail labor.

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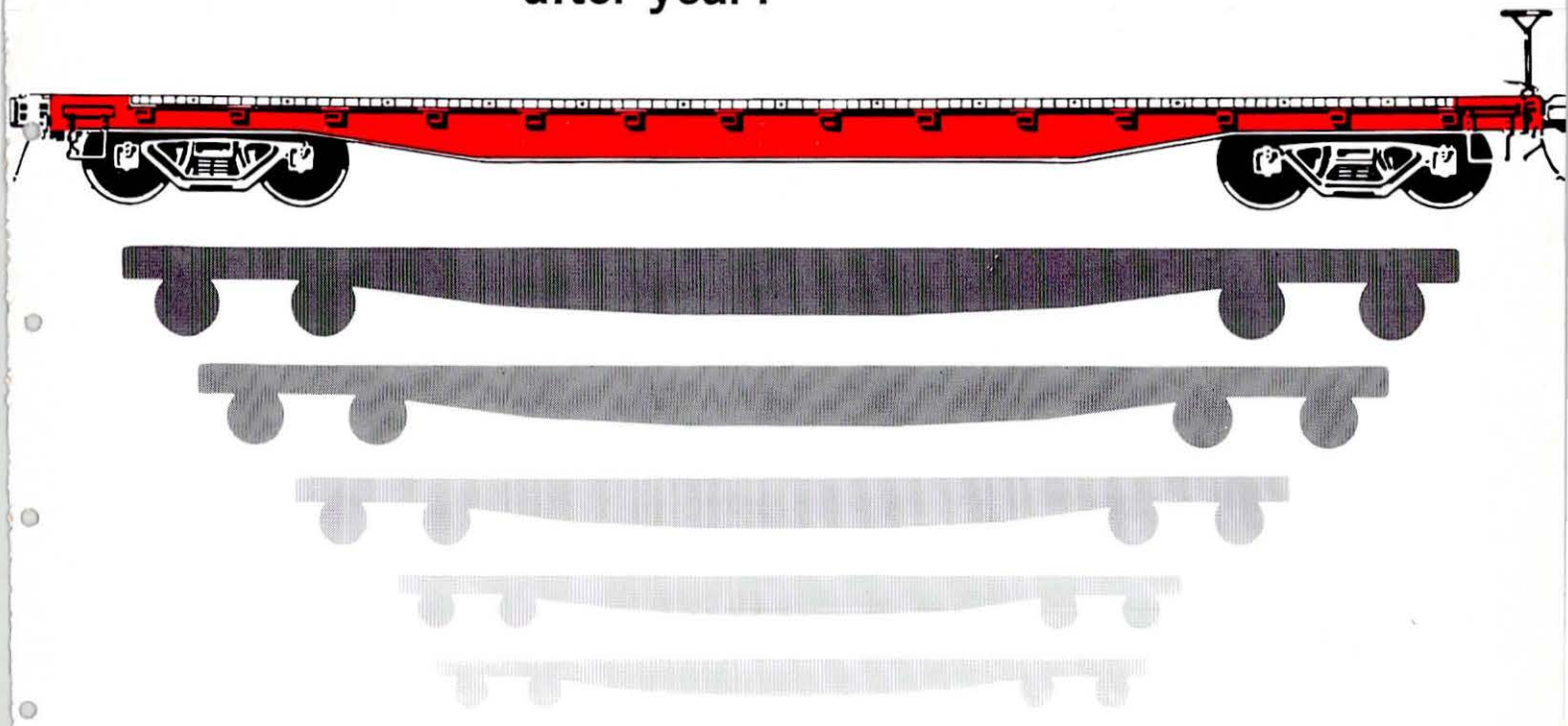

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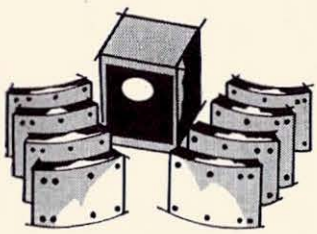

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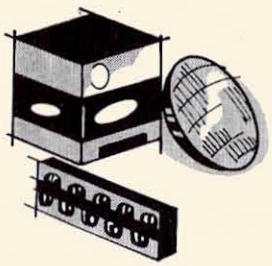
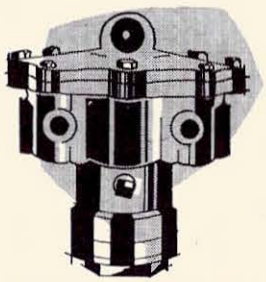
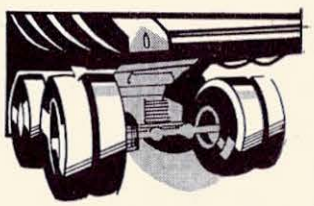


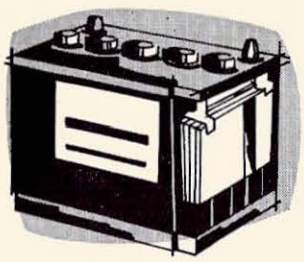
For safety's sake, have your truck and trailer lights inspected at your Fruehauf Branch. Takes only minutes—results in unlimited savings. **MINIATURE LAMPS AND SEALED BEAMS** for tractors, trucks, Trailers.



FRUEHAUF'S EMERGENCY RELAY VALVE is known for its positive performance and dependability. Throw-away cartridge permits quick, low-cost service. Replaceable without disconnecting lines or fittings. Fruehauf also furnishes other components and complete brake systems.



FRUEHAUF SUSPENSIONS are designed and built for hard service. The popular C-2 Center Point Suspension is ideal for off-highway work. Other types of Fruehauf suspensions and truck 3rd axle attachments are also available for various applications and axle spacings.



FRUEHAUF FLEET MILER BATTERIES—for all cars and trucks—are powerful, reliable. Deliver instant engine starting power. For older, hard-starting engines, or multi-stop commercial use, the Fleet Miler Heavy-Duty PLUS is the battery for you.

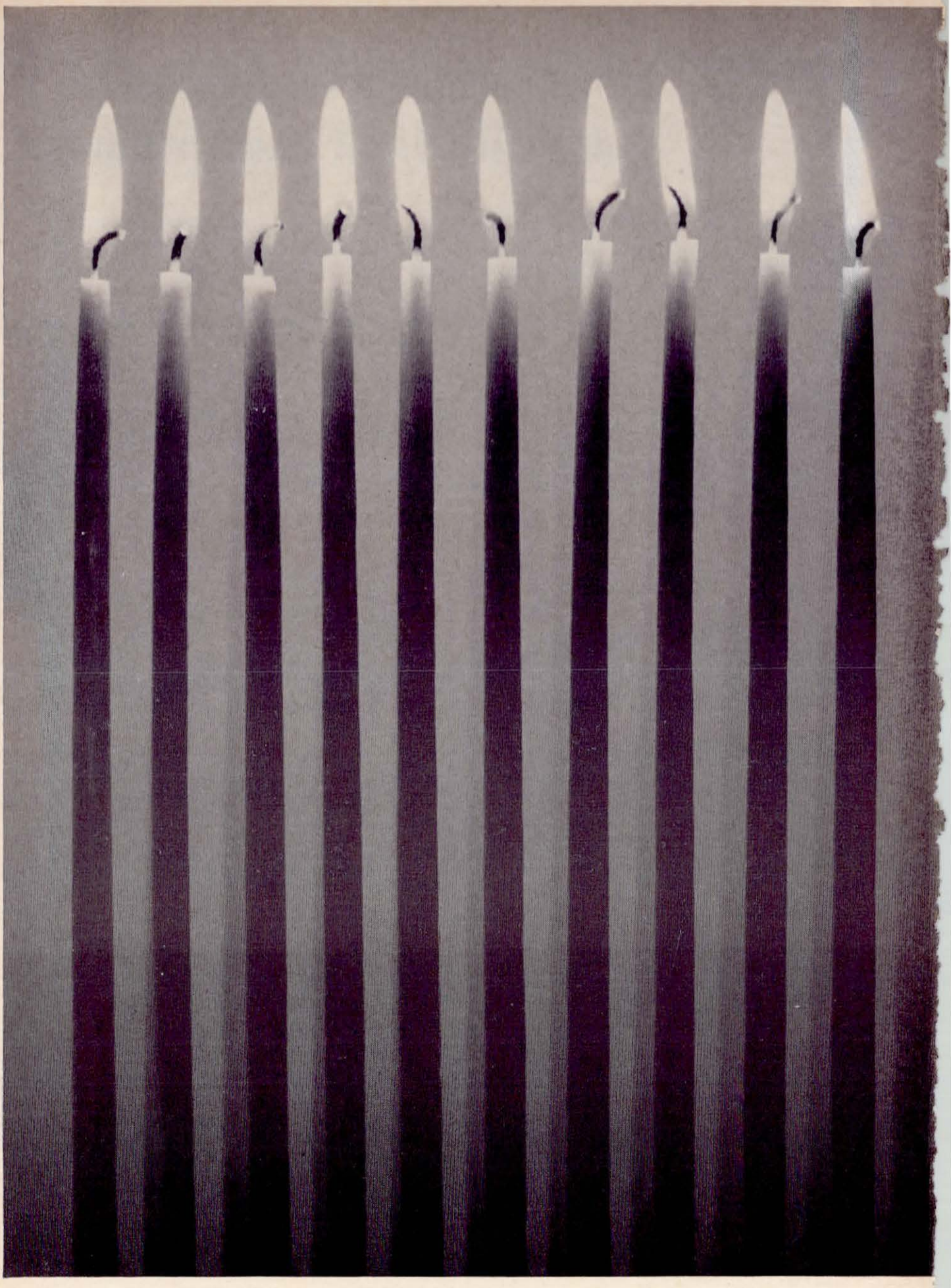
There's a **FRUEHAUF LOWER COUPLER** to suit your needs. Heavy-duty manual coupler is a solid casting of high-strength alloy. Weighs only 375 pounds, less mounting plate. Light-weight models and sliding and elevating attachments also available.

FRUEHAUF FLEET MILER TIRES (and tubes) are built to the most exacting specifications. They're light yet tough, with cushioning rubber between the plies to help absorb road shock. Fruehauf Tires are serviced nationally by all Fruehauf Branches.

FRUEHAUF
Parts and Service

Leadership in ENGINEERED TRANSPORTATION since 1914

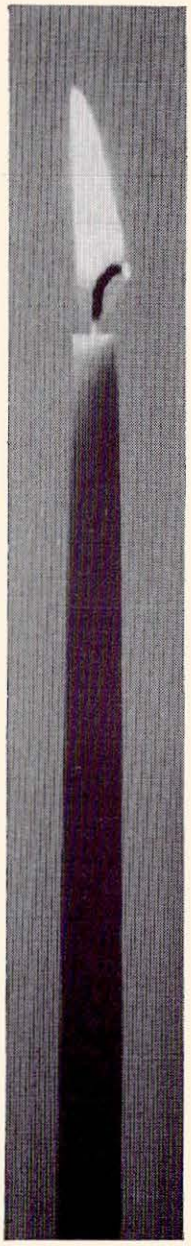
Circle 9 on reader service card



We'd like to say it first:

Happy Birthday, Trailer Train! ■ It's sort of a habit with us. ■ We were among the first to furnish Trailer Train's new 85 foot Piggyback Flat Cars and the first with all-steel decks. But these were only the first of the firsts. ■ Next came the first Lo-Dek, soon to be followed by the first 89 foot TTX Piggyback Flat Car to be put in service. ■ If we sound bent on being first, it's because, like TTX, we're dedicated to great ideas in railroading. And, you can bet Pullman-Standard's unequalled experience, facilities, research and engineering are backing up that dedication.

Pullman-Standard
A DIVISION OF PULLMAN INCORPORATED



And you haven't heard the last of it.

PS
WORLD'S LARGEST RAIL CAR MAKER
200 South Michigan Avenue, Chicago, Illinois 60604

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Best way to make private truck fleets pay off

Too much capital tied-up in your company-owned truck fleet? We can help you cut back to a reasonable level. MoPac's Piggyback Plan 2½ is just the thing to reduce your investment in tractors, trailers and over-the-road costs. It works like this: You use our trailers. Fill two and deliver them to the MoPac loading ramp. We carry them to the destination where you pick them up for local delivery. You don't need to use your own trailers, and your tractors aren't tied up on long hauls. So you don't need as many. Call your MoPac representative for all the facts on Piggyback Plan 2½. Then hang out your "For Sale" signs.

For details on any of MoPac's Piggyback Plans, call your MP/T&P representative or write:

C. P. Dirckx
Traffic Manager
Truck Rail Rates & Sales
1151 Missouri Pacific Bldg.
St. Louis, Missouri 63103

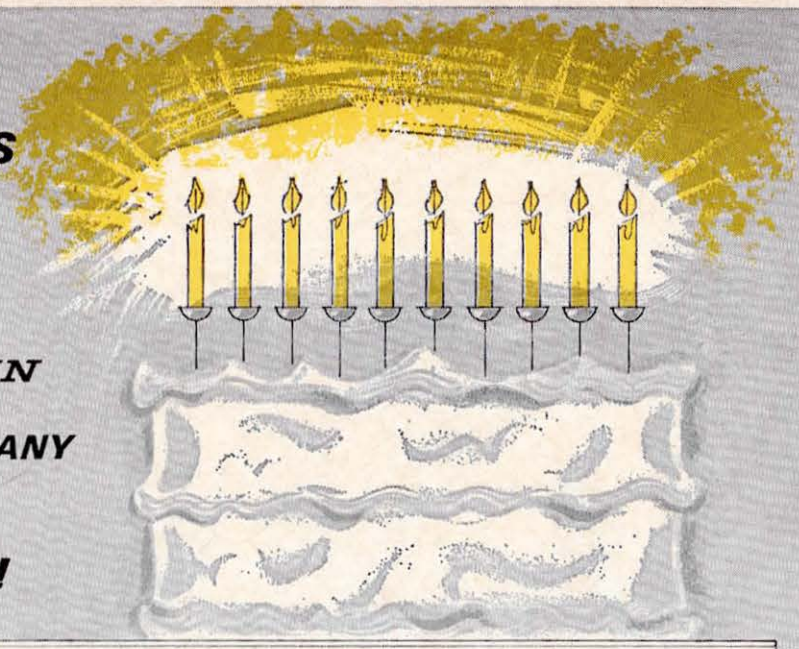
MISSOURI PACIFIC
TEXAS & PACIFIC

Circle 11 on reader service card

CONGRATULATIONS

TRAILER TRAIN COMPANY

ON YOUR 10th ANNIVERSARY!

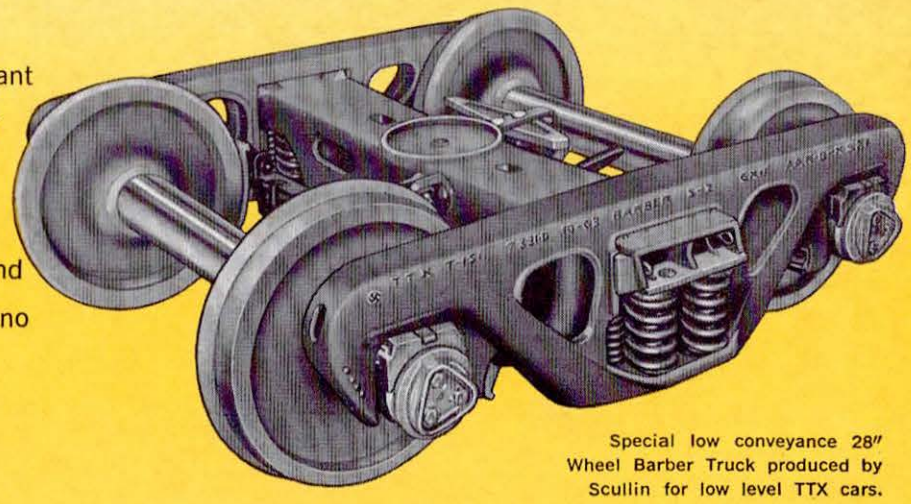


TRAILER TRAIN

SCULLIN STEEL COMPANY
is proud to be part of your continued growth!

TRAILER TRAIN

For more than 65 years, Scullin has been an important part in the advancement of freight car design. Specify Scullin for longer, trouble-free service. Pound for pound Scullin steel castings have no peer in strength.



Special low conveyance 28" Wheel Barber Truck produced by Scullin for low level TTX cars.

SCULLIN STEEL CO.

A Division of Universal Marion Corporation

Main Office & Works: 6700 Manchester Avenue St. Louis, Mo., 63139

SALES OFFICES: St. Louis, Missouri 63139 — 6700 Manchester Ave.
Chicago, Illinois 60604 — 332 S. Michigan Ave.
Philadelphia, Pa., 19103 — 1281 Suburban Station Bldg.

REPRESENTATIVES: Baltimore, Maryland 21202 — N. S. Kenney Co. — 1815 Munsey Bldg.
Richmond, Virginia 23230 — Samuel P. Goodloe — 3600 W. Broad St.
San Francisco, Calif. 94124 — J. C. Fennelly Co. — 1485 Bayshore Blvd.

Circle 12 on reader service card

37,000 hitches can't be wrong

This year Trailer Train celebrates its 10th year of dynamic growth serving the railroads of America.

ACF extends its congratulations and best wishes for continued success. During the decade, over 30,000 ACF hitches have contributed to Trailer Train's booming piggyback operation.

We think this fact speaks for itself. Our wrench or tractor operated retractable hitches feature fast, safe one-man operation and maximum security in transit. Extra-wide support plates protect the trailer's king-pin area.

Hitches can be readily installed on present equipment. Or on your new order for ACF flat cars.

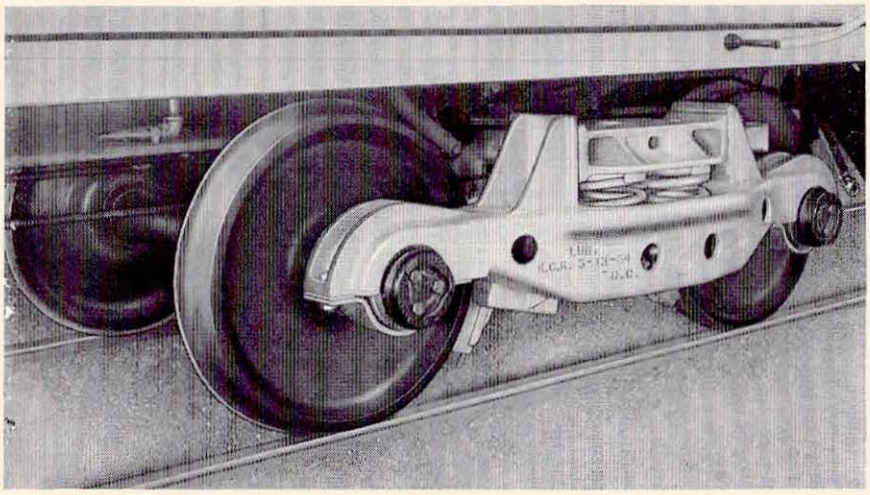
For details call or write American Car & Foundry Division, ACF Industries, Incorporated, St. Charles, Missouri 63301, or our sales office in Chicago, Philadelphia, St. Louis, San Francisco, Washington, D.C.

acf

ACF INDUSTRIES

will your freight trucks give 250,000-mile service?

these did...did it without repair or wear!



Look at the features that result in 500% increase in service life . . .

Spherical bearing in transom gives equalization without swing hangers or equalizer bars. By connecting side frames with transoms, trammel is maintained. Springs are located higher, wider, at center line of truck to give softer ride. A guided, spring-loaded, asbestos-phenolic snubber gives proper vertical and lateral dampening even with bolster having three times the lateral movement of a standard truck.

If you're looking for real proof of performance, look at this: ***A set of Rockwell express freight trucks have racked up 250,000 miles of constant use on a caboose, without repair or attention. The trucks are still running, still give a ride of quality that exceeds that of many passenger cars. Flange wear is even on all 8 wheels and very negligible; wear on trucks cannot be measured.*** Such performance doesn't just happen. It's the result of Rockwell's engineering know-how, of close personal contact with railroaders, of production techniques that insure dependability and high-quality castings.

For a personal review of the new Rockwell express freight trucks and a close-up of the truck's many desired features, write, wire or phone Transportation Casting Sales, Rockwell Manufacturing Co., LFM-Atchison Division.

RPI MEMBER

ROCKWELL **Rockwell**
MANUFACTURING COMPANY

LFM-Atchison Division / Atchison, Kansas 66002 / Phone: (913) 367-2121

10067

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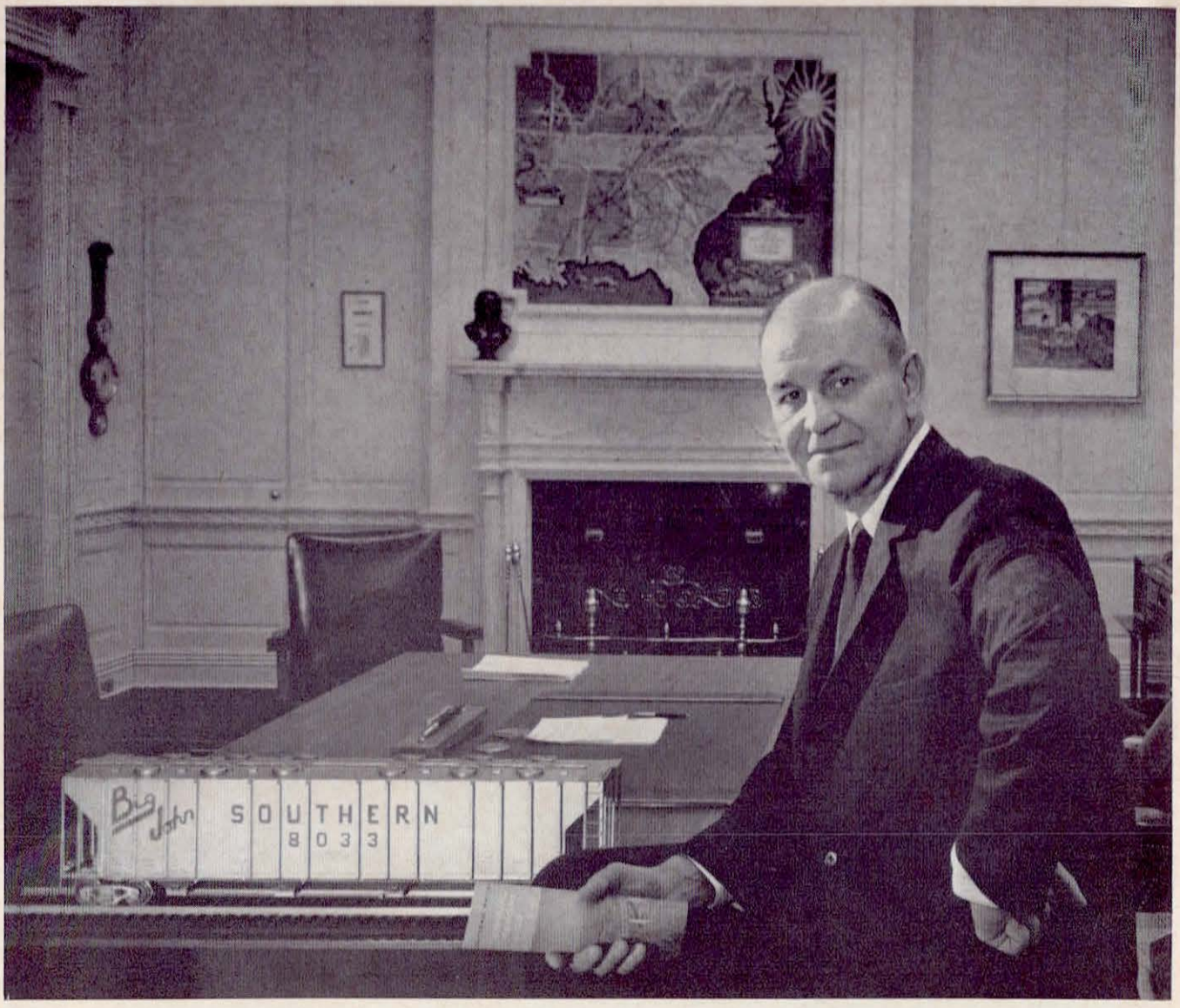
◀ Circle 13 on reader service card



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SOUTHERN RAILWAY SERVES THE SOUTH

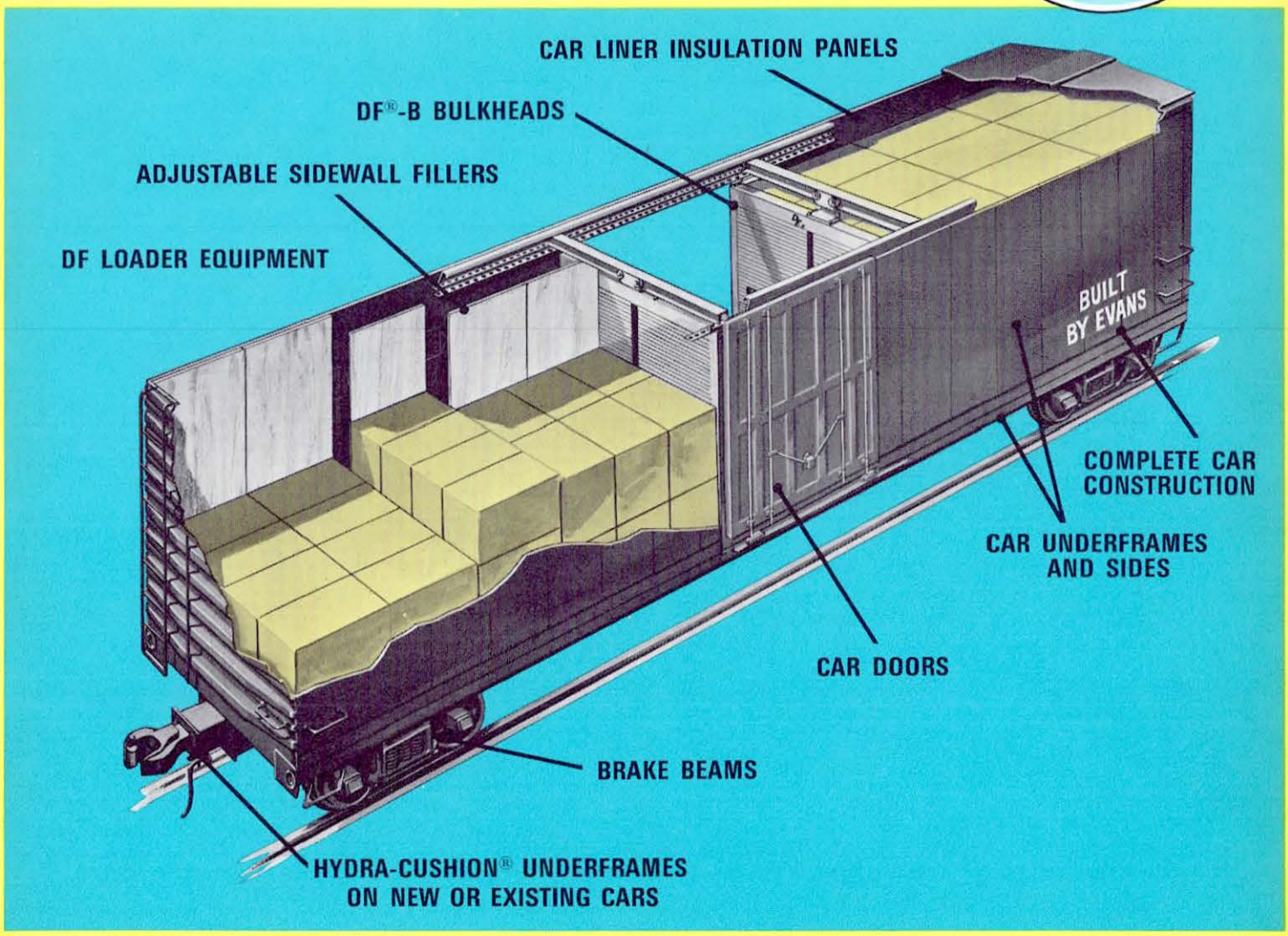
LOOK AHEAD-LOOK SOUTH

D. W. BROSNAN, PRESIDENT
Southern Railway System

"The human tendency is to take for granted many of the things that we need and use the most. One of these is Railway Age, which is 'must' reading for me each week, as it has been for many years. The entire staff of this fine publication is performing a most useful and necessary service for the railroad industry, and this letter is to merely express the warm thanks and appreciation of one who is privileged to benefit from it."

evans TRANSPORTATION EQUIPMENT GROUP

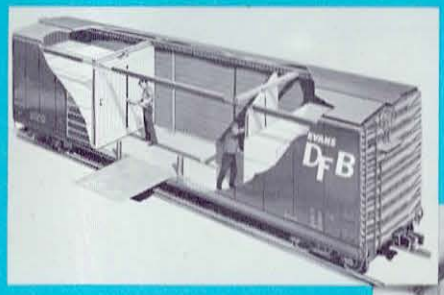
now provides railroads and shippers with The Full Circle of Service



and • CAR LEASING • CAR RECONDITIONING, UPGRADING AND STRETCHOUTS • COIL STEEL CAR HOODS • EELX CARS • DF PIGGYBACK • HI-DENSITY BULKHEADS • HI-CUBE BULKHEADS • SHIPPING RACKS AND CONTAINERS • SAFETY SUPPORTS • BOTTOM ROD GUARDS

evans complete range

DAMAGE PREVENTION EQUIPMENT

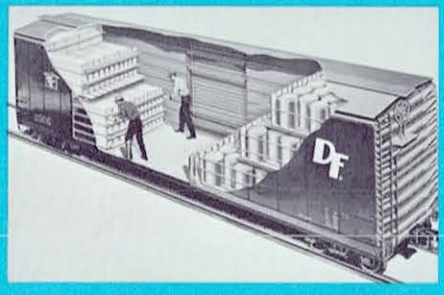


DF®-B BULKHEADS hold lading securely against fore-and-aft movement, preventing damage.

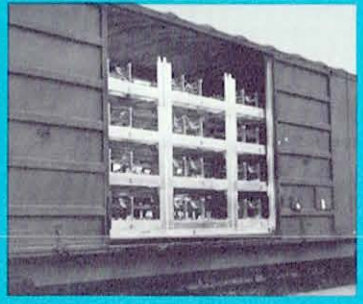
ADJUSTABLE SIDEWALL FILLERS prevent side-sway of loads and misalignment of unitized lading.

DF PIGGYBACK equipment protects lading in truck TOFC and COFC shipments.

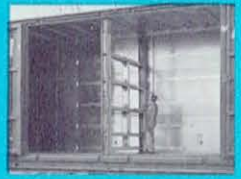
EVANS TRAILER HITCH stops truck-trailers from pitching and diving.



DF LOADER provides a system of cross-members to brace high-density loads against movement.

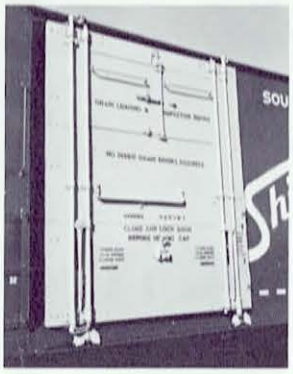


SHIPPING RACKS and containers for protecting lading and to speed handling in plant use.



HI-CUBE BULKHEADS specially designed and installed for bracing bulky automotive parts in shipment. Also **Hi-Density Bulkheads.**

CAR COMPONENTS



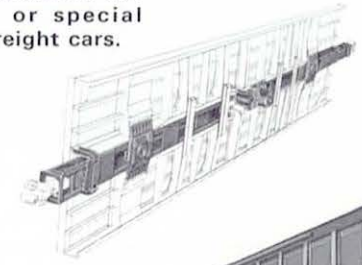
EVANS SUPERIOR* CAR DOORS both plug type and sliding type, to meet almost any freight car requirements.

EVANS CRECO* BRAKE BEAMS, hanger or hangerless, the nation's leading brake beam. Approved by *every* railroad in the U.S., Canada and Mexico. Other Creco products include Drexel safety supports, bottom rod guards.

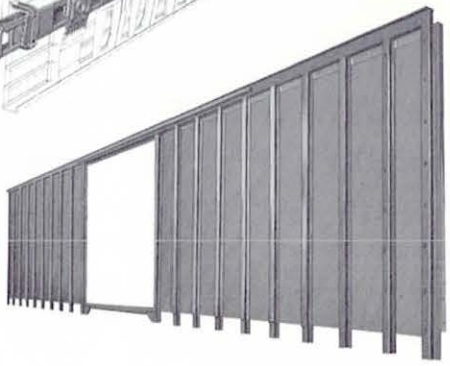
COIL STEEL CAR HOODS. Weather protection for coil steel cars.

CAR LINER INSULATION PANELS for RB and refrigerated cars. High insulating efficiency, ease of installation, no need for special equipment or technical people as used in foam-in-place operations.

UNDERFRAMES for standard or special purpose freight cars.



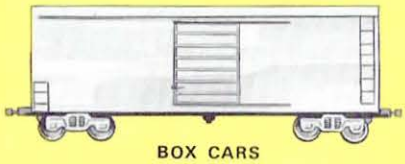
CAR SIDES for any type of box car.



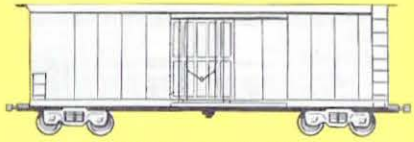
*Reg. T.M.

# of Railway Equipment and Services.

CAR CONSTRUCTION

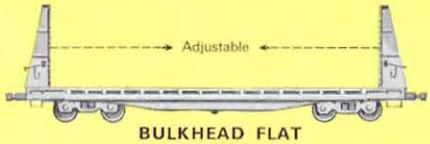


BOX CARS



INSULATED BOX CARS

FLAT CARS



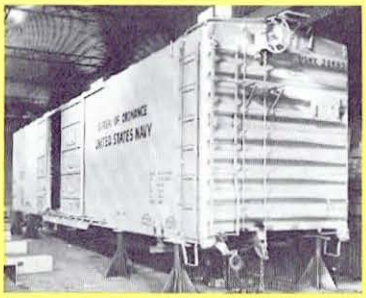
BULKHEAD FLAT CARS

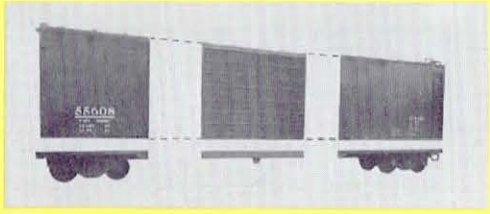
COIL STEEL CARS

EVANS BUILDS many kinds of general-purpose and specialty freight cars including heavy duty cars for steel mill use.

RECONDITIONING, UPGRADING and rebuilding of freight cars of almost every kind. Shown here: a fully equipped brick car converted by Evans from unequipped pulpwood car.

HYDRA-CUSHION* UNDERFRAMES installed on new or existing cars, to provide maximum protection for cars *and* lading.





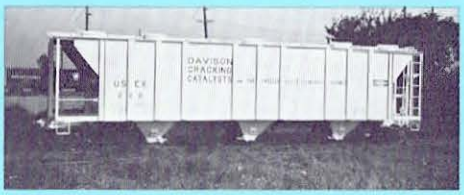
STRETCHOUTS of freight cars to increase car capacity to meet special requirements.

*Reg. T.M. of Hydra-Cushion, Inc.

CAR LEASING

Evans subsidiary, the United States Railway Equipment Company, provides comprehensive leasing programs, customized to fit any railroad or shipper need. Available for lease—one car or a fleet to meet a variety of standard or special applications. Lease arrangements can be made whereby we purchase and upgrade, then lease back to you to free capital. Any number of custom tailored plans are available to fit individual requirements. Shown below are some types of the 8000 cars now on lease:

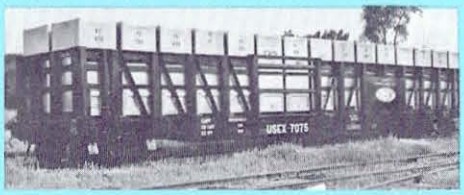
100-ton capacity combination coil and slab cars completed and leased to Great Lakes Steel Corporation.



3,500-cu.-ft., 70-ton capacity covered hopper car built and leased to the Grace Chemical Company.

40-foot, 50-ton capacity standard box car, reconstructed and leased to B & O.

3,500-cu.-ft., 100-ton capacity center-flow car lined and leased to the Morton Salt Company.



Car converted to Tote Bin car and leased to DuPont Company.

evans facilities keep pace with the growing railroad industry

PLYMOUTH, MICHIGAN—Group headquarters. Railway car construction and damage prevention equipment plant.

GRAND RAPIDS, MICHIGAN—Car liner insulation panels are one of the many products made at this plant.

CHICAGO, ILLINOIS—United States Railway Equipment Company's Blue Island plant. Freight car leasing, construction and reconditioning.

CHICAGO, ILLINOIS—Evans Creco brake beams, Evans Superior car doors, Drexel safety supports, bottom rod guards.

GAGETOWN, MICHIGAN—Containers, racks and other material handling equipment.

WASHINGTON, INDIANA—This plant, in addition to those in Plymouth and Blue Island, rebuilds and reconditions freight cars.

EVANS TRANSPORTATION EQUIPMENT GROUP is comprised of four divisions and one subsidiary.

Railway Equipment Division—freight car and lading damage prevention equipment.

Railway Car Division—freight car construction and modernization.

Research and Development Division—continually working to provide its customers with the best in equipment to meet their needs.

Automotive and Industrial Division—freight car insulation panels among other products designed to meet various Railway, Automotive and Industrial needs.

United States Railway Equipment Company, a subsidiary of Evans Products Company—freight car leasing and construction.

We would like the opportunity of quoting on your next order.

Research and Development Division

This division meets railroad and shipper needs three ways . . . through design and development of freight cars, components and damage prevention equipment in R & D headquarters (above), through testing in the electronic impact test facility (middle) and in EELX rolling laboratory cars (below).

TRANSPORTATION EQUIPMENT GROUP SALES OFFICES

Plymouth, Michigan 48170
13101 Eckles Road

Grand Rapids, Michigan 49502
701 Ann Street, N.W.

Chicago, Illinois
Evans—332 S. Michigan Ave. 60604
United States Railway Equipment Company—231 S. LaSalle Street 60604
Chicago Railway Equipment—
1928 W. 46th Street 60609

Gagetown, Michigan 48735
6581 Mill Street

Newark, N.J. 07105
40 Hermon Street

Philadelphia, Pa. 19444
4109 Presidential Drive
Lafayette Hill

Pittsburgh, Pa. 15237
552 Sangree Rd.

Annapolis, Maryland 21404
1700 West St., Extended

Oakland, California 94606
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490 Arcade Bldg.

Pasadena, California 91106
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TRANSPORTATION EQUIPMENT GROUP

Member RPI and ARCI

Plymouth, Michigan, Canadian Rep., International Equip. Co., Montreal

We've been working on the railroad.

Like being the first guys to buy the most powerful single-engine diesels ever built.

We ordered first in '64.
Now we've 60 of these super freight locomotives in service.
A total of 155,150 h.p.
A total investment of $14 million,
with further purchases anticipated for 1966.
Result: Faster schedules. Greater tractive power.
Longer trains with fewer locomotives required.
Who says railroads are slow to make the grade? Not us.
We've been working on our railroad.

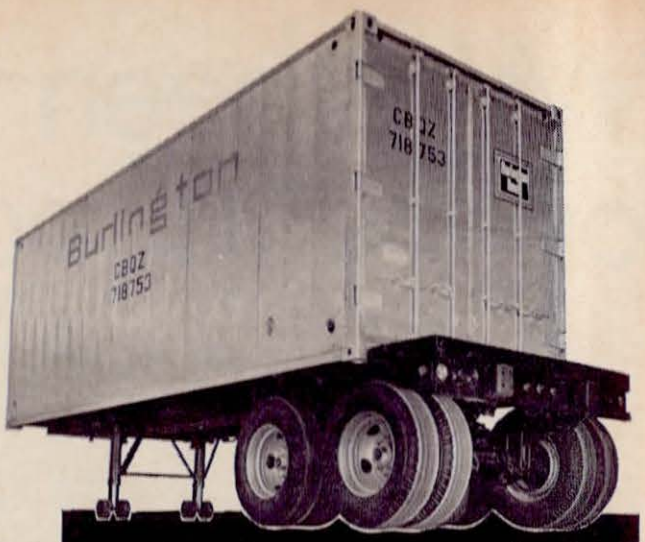
ATLANTIC COAST LINE RAILROAD

"Thanks for Using Coast Line"

Circle 16 on reader service card

The vast fleet of Dorseys now in piggyback service includes a variety of models — dry freight vans, platforms, refrigerated vans and containers. Whether designed by Dorsey engineers or built to the customer's specifications, all have one thing in common: the brute strength to provide dependable, low-cost service, even when called upon to perform under the most punishing conditions.

If you're interested in trailers or containers with an enviable record of reliability, it will pay you to call in Dorsey Special Products Division engineers. They can be at your desk within hours to help with your most challenging problems.



DORSEY TRAILERS®

Ruggedest on rails or roads

DORSEY QUALITY
One Year Warranty
MATERIALS AND WORKMANSHIP

Write for brochure describing our plant facilities and products

DORSEY TRAILERS/ELBA, ALABAMA

A Subsidiary of The Dorsey Corporation

Circle 17 on reader service card

TRAILER TRAIN

A healthy 10-year-old looks confidently ahead

As it goes into its second decade, TTX can claim to have been a major factor in development of piggyback. Its officers recognize problems, but have plans to meet them as a basis for still further growth to come.

BY GARDNER C. HUDSON

In just two and one-half weeks—on March 17—the Trailer Train Company will reach its 10th birthday.

With a decade of healthy growth behind it, TTX is as vigorous a youngster as can be found anywhere in transportation.

More important, it has laid a firm foundation for an even more promising and useful maturity. That maturity will not be attained without facing, and overcoming, inevitable "teenage" problems. But TTX—unlike most human youngsters on the verge of their teens—has the great advantage of recognizing, foreseeing and preparing carefully to meet whatever may lie ahead.

Certainly the odds are in its favor. TTX President James P. Newell predicts that piggyback in the United States should increase by at least 12% to 15% per year, and may increase threefold in the next 12 years. If Trailer Train's success to date is any indication of things to come, TTX will grow at least as fast.

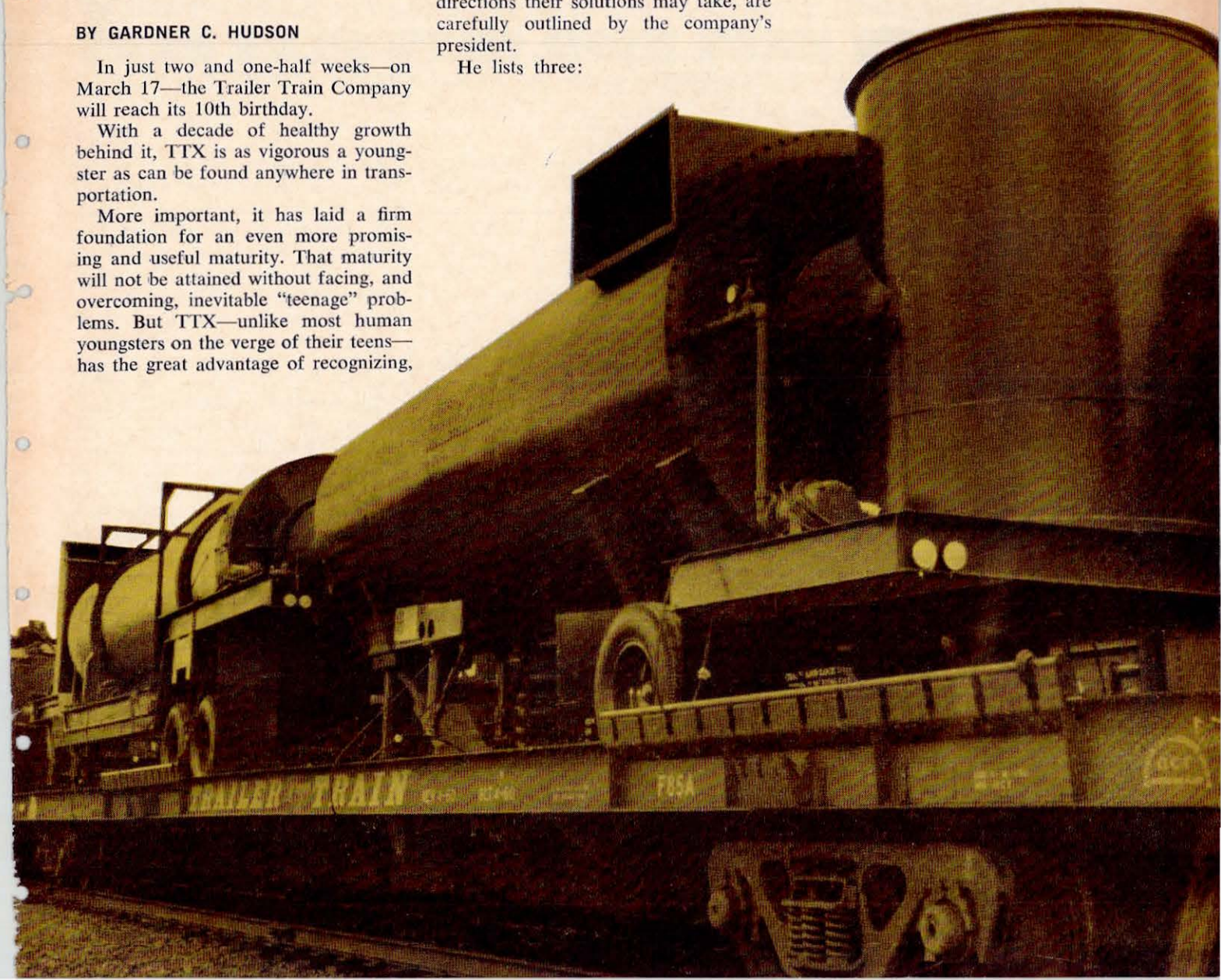
What some of Trailer Train's teenage problems are likely to be, and the directions their solutions may take, are carefully outlined by the company's president.

He lists three:

—The probability of more intense competition from increasing use by commercial truckers of larger trailers and of "double bottoms," i.e., two trailers hauled by a single tractor.

—The impact of COFC (container-on-flat-car) service, either as an ally or an opponent of TOFC (trailer-on-flat-car) operations.

—The need to develop piggyback's full potential for cost reductions and service improvements through coordina-



tion between railways and other modes of transportation.

• **Wider trailers; double bottoms.** As highways have been improved, truck operators have begun to campaign for an increase from 8 to 8½ ft in allowable legal width of trailers; and for permission to operate two trailers behind a single tractor. Trailer Train thinks both may become virtually nationwide within the next few years.

The advantages to the trucking industry are obvious. More width means more freight in a trailer of any length. Two trailers—even if each is only 27 or 28 ft long—behind one driver and one tractor mean greater capacity than any single 40-, 45- or 50-ft trailer, and they provide better terminal efficiency and delivery. These developments enhance the truckers' ability to compete with rail piggyback services.

• **TTX gets ready.** Railroads, in the opinion of TTX officers, cannot and will not sit idly by while such developments threaten TOFC's continued growth. TTX is prepared to help its members meet the threat.

Since early 1963 all its cars have been built wide enough to carry 8½-ft trailers.

And it is now providing, for those of its members who request them, cars equipped with four stanchions. Such cars can handle either two conventional 40-ft trailers or three double-bottom units with lengths of up to 28 ft each.

• **COFC or TOFC?** Containerization has been the subject of a veritable mountain of literature. It has been described as a "sleeping giant that could launch piggyback into an orbit of phenomenal growth." Yet only three major railroads are actively and continuously promoting or developing COFC on a broad-scale domestic basis—the Southern, the Southern Pacific and the New York Central with its Flexi-Van service. The others (Baltimore & Ohio and Missouri Pacific) once had a large volume of COFC but have replaced it with TOFC.

This comparative lack of railway interest probably stems, Newell suggests, from the fact that widespread expansion of containerization faces three obstacles—standardization, economics and flexibility and multiple use.

• **Standardization.** Standardization must ultimately include not only sizes, but also fittings for handling and securing the boxes, identifying markings, and performance specifications (floor and roof loadings and wall strengths).

There is, at least in theory, general agreement that containers should be eight feet wide by eight feet high and 10, 20 or 40 ft long. Yet containers of such odd lengths as 24, 28, 32 and 35 feet are in current use, along with those of the recommended standard sizes. Theoretically, also, there has been recent agreement on hardware, especially on containers for overseas movements, but that is still too new to have produced any practical effect.

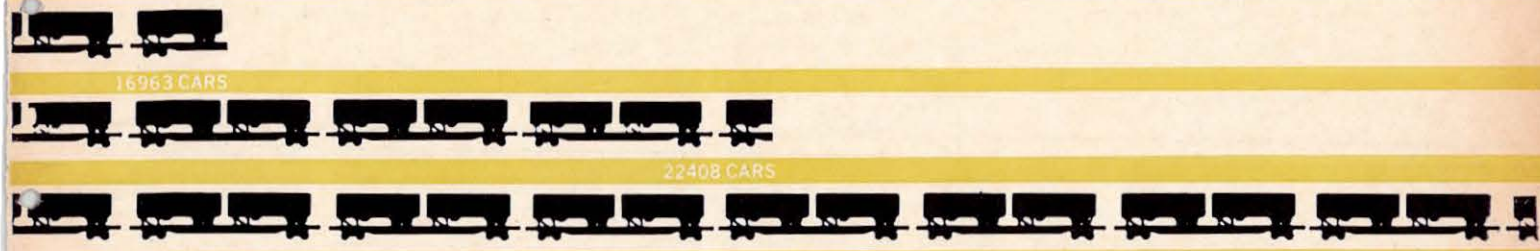
• **Economics.** The economics of containers as opposed to trailers is still a subject of lively debate.

The Southern contends that the advantages are overwhelmingly on the side of COFC. But executives of some other railroads think shippers don't care whether their freight moves in a container without wheels or in a trailer with wheels. Very few of them, up to now, appear to be convinced either that use of containers is more economical than use of trailers, or that containers will win traffic which cannot be obtained equally well with trailers. That being the case, most of them seem disposed to continue riding with TOFC.

• **Flexibility.** The third major problem to be resolved if domestic COFC is to expand to the extent often predicted is flexibility of equipment. There was no such initial problem to hamper the growth of TOFC. There were thousands of trailers of virtually uniform size, capable of being moved on

How Trailer Train Has Grown

EACH SYMBOL REPRESENTS 2,000 TRAILER TRAIN CARS IN SERVICE OR ON ORDER AT END OF STATED YEAR.



railway flat cars. Loading/unloading ramps could be built anywhere at little cost. Highway wheels, traveling with the trailer, were always available.

Containers, on the other hand, must for the most part be acquired new. Cranes must be installed for loading and unloading (except for Flexi-Vans, which require a special type of rail car unsuited for any other traffic). Location of wheels or chassis for highway movement has to be carefully programmed, both as to number and location.

Balancing the two sets of facts leads Newell to the conclusion that "COFC service must be promoted by a large group of railroads at the same time if it is to approach the rate of growth of TOFC," or replace any great amount of TOFC service.

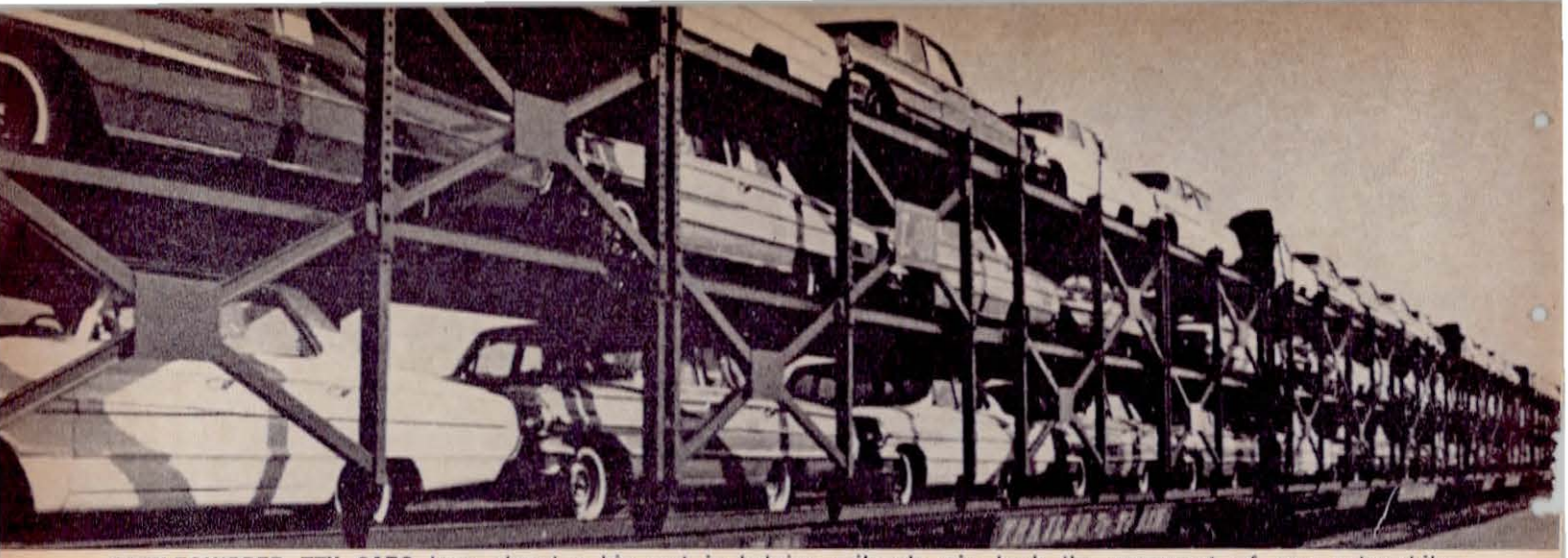
It's a different story, of course, where overseas shipments by ocean vessel are concerned. There, containers offer attractive advantages to shipper and carrier alike, in reduction of stevedoring costs, port time, loss and damage. "We are on the verge of a tremendous expansion in use of containers in intermodal service with water carriers," Newell thinks.

But he points out also that only 5% to 7% of the total potential piggyback traffic in the United States will ultimately move intermodal with water carriers. And some of this potential is just as likely to move inland in containers on highway chassis on railway cars. Thus, says Newell:

"Since piggyback has reached its present growth based on movement of trailers it does not appear probable

How TTX Membership Increased

1955	N&W PRR
1956	B&M CB&Q M-K-T MoPac StL-SF WABASH
1957	C&NW
1958	B&O CRI&P USFREIGHT
1959	ACL GM&O IC L&N NYC&StL (Nickel Plate) StLSW SEABOARD WP
1960	SANTA FE C&O MILWAUKEE DT&I GN KCS NP RF&P SOUPAC SOUTHERN T&P TP&W UP
1961	CENTRAL GEORGIA CGW READING
1963	D&RGW ERIE LACKAWANNA WM
1964	FEC NYC



RACK-EQUIPPED TTX CARS have played a big part in helping railroads win back the movement of new automobiles.

TTX President J. P. Newell sees TOFC increasing 12-15% per year

that waterborne container traffic will produce any major swing from trailers to containers for the 93% of potential piggyback traffic which does not move intermodal with water carriers.

"At least this appears to be the situation until such time as data can be produced to show that movement of freight in containers is more profitable to railroads than moving it in trailers."

• **Again, TTX gets ready.** Trailer Train, however, plans to be ready for whatever the future brings.

For more than a year it has been working with four major builders to develop an all-purpose car—one which will handle trailers or containers interchangeably, or mixed, and which will do this without any appreciable increase in cost over present all-trailer cars.

Three or four experimental cars of this dual-purpose type are expected to be ready for service-testing before 1966 is much older. Tentatively, it is expected that the car will be 89 ft long; will have a capacity of 70 tons; and will be able to handle trailers with circus-type end-of-car loading or trailers or containers with crane loading.

Trailer Train's interest in securing such a car is obvious. If it can be developed—and it undoubtedly can—it will provide greater flexibility and give better utilization than a car able to handle only trailers or only containers.

It will put TTX in the position of being quite unconcerned as to whether trailers maintain their present dominant position; whether they are largely superseded by containers; or whether—as is perhaps most likely—the two eventually work side by side to move the country's freight.

Additionally, perfection of an all-purpose car before there is any appreciable need for it will enable TTX to promote standardization by having available the best type of car when it is needed.

• **Coordination.** The third major problem facing Trailer Train as it moves into its teen-age years is the whole broad question of coordination between railroads and other modes of transport. Strictly speaking, that may be a problem for TTX's member railroads rather than for TTX itself to solve—but it is one from which TTX cannot possibly stand aloof.

Magnitude of the problem is illustrated by the differences which still exist between railroads, even after more than 10 years of piggyback operations, on the desirability of Plan I. Some railroads oppose it, on the ground that it puts a ceiling on common carrier truck costs, and deprives the railroad of its identity and its contact with the shipper.

Other railroads follow the old policy: "If you can't lick 'em, join 'em."

• **Why not 'desegregate'?** As Newell points out, however, the trucking industry is here to stay—and so is piggyback. So why not "desegregate" transportation, and let each type take over the areas it is best fitted to serve?

The danger, he feels, "is that unless some type of completely integrated, coordinated service is developed, common carriers — both railroads and truckers—will be confronted with an ever-increasing volume of private carriage.

"The different types of transportation have been segregated so long, and have become such bitter competitors, that desegregation comes slowly, even though it may provide the best and most economical form of transport for the shipper, and the best in the long run for transportation agencies."

• **Growth.** With or without desegregation, however, piggyback (and Trailer Train as well) seem sure to grow. That is partly because piggyback itself is a form of desegregation. It combines the best elements of both rail and highway transport to reduce over-all distribution costs while providing shippers with a fast, dependable, flexible service which more and more of them obviously are finding increasingly attractive.

It is partly because piggyback, being essentially a form of "standardization," can be of value to private as well as public carriers. The standard piggyback flat car can move any kind of trailer, and will soon be able to move many kinds of containers. The shipper can have specialized trailers or containers built to his own particular needs—and then ship them for long distances at high speeds on standardized rail cars.

Whether or not the growth reaches Newell's predicted figure of 12% to 15% per year depends in large measure on factors beyond Trailer Train's control. It is the railroads, and not TTX, which must make the rate adjustments and provide the service necessary to remain competitive with truckers and to attract new traffic at a profit. It is they who must make the terminal improvements and the local pick-up and delivery arrangements that will become increasingly important as TOFC traffic expands. It is they who must create and maintain the informed, intelligent, aggressive marketing organizations and techniques that are essential in today's competitive transport world.

If they do that, their future—and Trailer Train's—are safely assured.

TRAILER TRAIN's new 60-ft flat cars carry a wide variety of freight.

THE PRESENT

Ten-year-old Trailer Train may be the most important single factor in the railroads' burgeoning piggyback business.

Why and how it has reached that status is told on page 34. What the future holds for it is suggested on page 29. One question remains:

What is Trailer Train today?

There are several answers.

It is, for one thing, a cooperative venture of 38 Class I railroads and one freight forwarder to offer to shippers on a nationwide basis a network of fast, reliable, trailer-on-flat-car services.

It is, for another, one of the country's largest freight car owners, with a fleet which exceeds in numbers the individual fleets of 21 of its own member railroads.

It is, in the third place, a practical working laboratory for testing under hard service conditions new developments in car design—wheels, trucks, bearings, axles, draft gear.

● **Membership and organization.** Trailer Train today has 39 member-owners—38 Class I railroads and the United States Freight Co. The 38 railroads, collectively, operate about 91% of the country's Class I route-mileage.

Each member subscribes to the standard Form "A" car contract. Each owns 500 shares of stock. (N&W also holds former Wabash and NKP shares.) Each has a representative on the TTX board of directors and on its finance committee. Board members include eight railroad presidents, 25 vice presidents and high-ranking TOFC, accounting or finance officers of the several member companies.

The directors govern Trailer Train in the interests of its member railroads whom they represent. It is they who decide on policies; who authorize the types and numbers of cars to be purchased, and who approve the financial arrangements necessary to finance those cars.

Day-to-day operations, subject to general policies established by the directors, are handled by Trailer Train's own full-time officers from their Philadelphia headquarters. The principal officers are:

President ..... James P. Newell
Vice President and General Manager ..... J. E. Wightman, Jr.
Comptroller ..... J. A. Brennan, Jr.
Secretary ..... M. A. Haines
Manager of Purchases ..... F. D. Vandever
Chief Mechanical Officer ..... A. O. Taylor
Manager of Engineering .... M. Seel
Manager of Car Repairs ..... F. M. Manson
Manager of Operations .. E. F. Martin
Manager of Research .. R. H. Brodeur

Some services—legal, for example—are provided by the Pennsylvania, under contract.

● **Car fleet.** As of Feb. 15, Trailer Train had in service, on order or authorized a grand total of 31,801 freight cars. Only 17 Class I U.S. railroads own more. These 31,801 cars are of three basic types—piggyback flats, flats fitted with racks for transporting automobiles, and 60-ft flats for auto frames, farm machinery, lumber and related products, and other suitable ladings. The rack cars and the 60-ft flats are generally in assigned service.

These cars, collectively, make up the greatest part of Trailer Train's total assets, now approaching the $400,000,000 mark.

The company's almost 18,000 piggyback cars represent a national pool of standardized equipment which can be, and is, freely interchanged between railroads. There is no such thing as a "home" railroad for a TTX piggyback car. No member has any direct ownership in the cars themselves, though each railroad may have a number of cars nominally assigned to it.

Use of TTX piggyback cars is governed by the company's standard contract, to which all member railroads are parties. This provides for payment of a daily per diem of $3.30 plus a graduated mileage charge—both subject to a 10% reduction. Settlements with Trailer Train are made monthly. When a member delivers a car to another member the receiver assumes responsibility for payment of charges. When, however, a TTX member delivers a car to a non-member railroad, the delivering carrier remains responsible for payment of charges to Trailer Train until the car is returned to it or interchanged with another member railroad.

Auto rack and other cars are paid for on a straight per diem basis, e.g., $6.15 per day for a rack car with hydraulic draft gear. The racks or special devices are owned and applied by the railroad to which such cars are assigned.

● **Standardization.** All TTX cars are built by four major car builders—Pullman, ACF, Bethlehem Steel and General American. Products of each builder may show some minor struc-

tural differences, but essentially all cars of each type are standardized.

Wholly aside from what it has done to promote piggybacking, this emphasis on standardization has had at least two beneficial results for Trailer Train and its members.

It has, first, kept down the cost of equipment. Prices paid by Trailer Train range from $13,100 for an 89-ft standard-height car with standard gear but without hitches to $15,974 for an 89-ft low-level car with hydraulic gear but no hitches. These figures, and those in between for other types of cars, are very little more than they were five or six years ago, despite the intervening increase in prices generally.

Standardization, in the second place, has made it possible for Trailer Train to acquire new cars "off the shelf" on extremely short notice—10 days in many instances. This is because the major car builders are willing to build cars well in advance of actual orders, and without any commitment by Trailer Train. Two of the four builders, in fact, keep one production line operating continuously on manufacture of TTX cars.

● **Laboratory maintenance.** Maintenance of TTX cars is done outside, leaving the company free of investment in repair or maintenance facilities. Running repairs are made by railroads operating the cars, at standard AAR rates. Heavy repairs are performed under contract by Pullman-Standard at Hammond, Ind., Shippers' Car Line at Kansas City, Mo., and Berwind-White at Hollidaysburg, Pa. Heavy repairs were originally scheduled every 300,000 miles, but since 1964 this has been stretched to 400,000 miles as actual experience has proved the longer cycle practicable.

Trailer Train cars operate, on average, more than 160 miles per day—almost four times as much as the average box car. Most of this is at high speed. This means, says Vice President and General Manager J. E. Wightman, Jr., that "we find out much more about cars and components in much less time than anyone else. You might think of our fleet as a huge rolling laboratory."

The chance to test wheels, axles, bearings and other car parts under actual conditions, and to keep actual records of their performance, is of inestimable value to railroads and manufacturers alike.

● **Research.** But TTX itself is not satisfied. One of its newest activities is a research department, which is analyzing future car construction requirements, developing improvements in car components, and doing what it can (in cooperation with car builders) to contribute to development of tomorrow's freight cars. Study of the possibility of developing an all-purpose trailer-container car, referred to elsewhere in these pages, is just one of many projects which will pay off for TTX and the railway industry in better, stronger and less expensive cars.

TRAILER TRAIN'S piggyback flat cars successfully transport many special shipments

Standard equipment at lowest possible cost

THE PAST

Trailer Train considers March 17 as its official birthday. That was the day on which its Form "A" car contract was signed by its first two members—the Pennsylvania and the Norfolk & Western.

Actually the company is about four months older. It was formally incorporated (in Delaware) on Nov. 9, 1955, and its original directors held their first meeting in the month following.

In those days piggybacking was barely out of the cradle. Only 26 railroads were offering the service in any form, and they were moving an average of only 3,300 cars (mostly single-trailer units) per week. The equipment situation was little short of chaotic. Cars were mostly old flats or gondolas, converted to TOFC use as quickly and as cheaply as possible. Each railroad had its own ideas on tie-down devices. There was little or no uniformity between either cars or tie-downs. Loading and unloading were slow and time-consuming. Interchange between railroads was difficult; at times almost impossible. When interchange did take place, return of cars to the owning railroad was uncertain, erratic, and, in some instances, non-existent.

Today the situation is vastly different. Piggyback service is provided nationwide by 65 railroads. Last year, they moved at high speeds an average of nearly 20,000 cars per week. Most of the cars carried two trailers. This represented more than 1,000,000 carloads of TOFC traffic, and nearly 2,000,000 trailers. Equipment is standardized, and interchange between TTX members—and even with non-members—is a simple, routine matter.

This vital and dramatic change has, according to TTX President James P. Newell, "injected a new growth element into the railroad traffic pattern, and brought with it a tremendous boost to morale."

Trailer Train has, beyond any reasonable question, been an important and outstanding factor in bringing about all these developments.

● **Purposes.** Indicative of the care and forethought with which the company was organized is the fact that its original purposes and its original by-laws remain unchanged today, after 10 years, and that its first car contracts have been altered in only minor details. James P. Newell, its first president, still occupies that office.

TTX purposes, in 1955 and 1966 alike, are three in number:

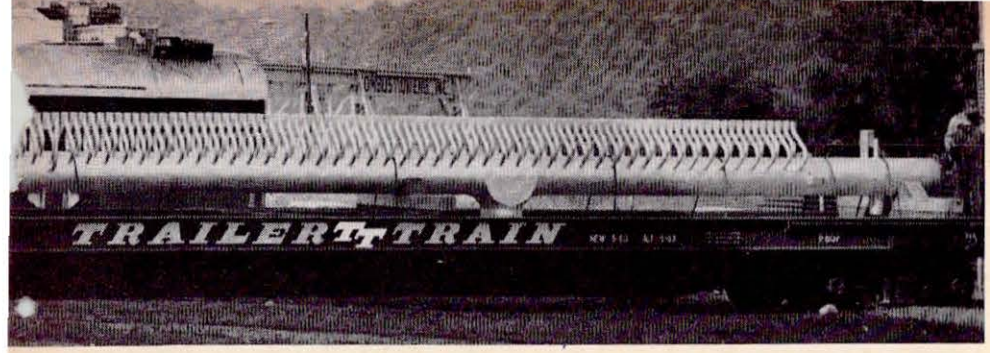
—To foster the growth of piggyback, keep its members acquainted with all new developments in this new art of transportation, and provide them with the best available piggyback rail equipment.

—To furnish this equipment—railroad piggyback flat cars—to its members at the lowest possible cost, on the theory that low piggyback rates would not justify paying a profit to a privately-owned car line or midd'eman.

—To standardize this railway equipment, based on the principle that two-trailer flat cars would be required to justify low piggyback rates.

● **Growth in membership.** In May 1956 the Frisco, the Katy and the Missouri Pacific signed the Form "A" contract to join the PRR and N&W as members of Trailer Train. That fall three additional roads—the Boston & Maine, the Burlington and the Wabash—were accepted as members. The Chicago & North Western joined in mid-1957; and the Baltimore & Ohio and United States Freight Co. in late 1958. Eight more members were acquired in 1959; 13 in 1960; and three each in 1961, 1963 and 1964.

At its high point, TTX membership included 40 Class I railroads plus U.S. Freight. Railroad membership is now down to 38, but there has been no effective loss; the reduction is due only to merger of the Wabash and the Nickel Plate with the N&W.



which would be hard to handle on ordinary cars.

is still TTX's basic objectives

● **Growth in cars.** Trailer Train's first purchase of piggyback equipment was for 500 cars, each 75 ft long. In 1957 it acquired 330 additional 75-ft cars and, at the request of some of its new Midwestern members, 286 single-trailer cars 50 ft in length.

In late 1957, anticipating increased use of 40-ft trailers, the company engineered and developed the 85-ft two-trailer car, and in the following year adopted that car as the then standard piggyback carrier.

In 1960 one of the major builders developed a two-trailer car with a floor 11 inches lower than the standard car to meet restricted clearance limits on some railways.

To provide this lower floor, it was necessary to lengthen the 85-ft car to 87 ft. Only 504 of these 87-ft units were purchased, however, because of development, later in 1960, of the 89-ft car, which is now TTX's present standard piggyback carrier.

● **Auto carriers and G85s.** The 89-ft car was an outgrowth of use of automobile-carrying racks on Trailer Train cars without stanchions. Such racks, when they were first applied to 85-ft cars in 1960, could handle 12 average size automobiles. Investigation quickly developed that 15 comparable automobiles could be carried on a car only four feet longer. It was this 25% increase in capacity with an increase of less than 5% in car length that led to adoption of the 89-ft car as standard.

The same year (1960) saw development by General American Transportation Corp. of the G85 car. This is not a standard flat, since it has a raised center sill. But with two cushioned stanchions it can carry either trailers (end or crane loaded) or containers (crane loaded). Today, G85s and the later G89 constitute about 8% of the company's equipment roster.

Except for the 504 87-ft units mentioned above, all cars bought by Trailer Train between 1958 and March 1964 were 85-ft, 89-ft or G85 units. The once-standard 85-ft car was dropped from new orders in 1964, and since May 10 of that year only 89-ft or G85 cars have been ordered for piggyback or auto service.

As noted on page 32, an 89-ft car capable of carrying either wheeled trailers or wheel-less container is currently under development.

● **All-purpose flats.** In the past two years, TTX activity—and service to its members—has taken off in a new and potentially important direction. This new direction stems from a request, made in late 1963 by 12 member lines, that Trailer Train furnish them with a flat car 60 ft long and 10½ ft wide for carrying automobile frames.

When investigation developed that there were many other uses for such a car its purchase was approved as a TTX standard. A suitable car was developed, in cooperation with builders, and 457 of them were ordered in March 1964. In the less than two years since the first cars of this type went into service they have proved so useful that there are now nearly 2,500 in operation or on order. This makes them, percentagewise, the fastest-growing segment of the whole TTX fleet.

They are used for carrying such diverse freight as auto frames, agricultural machinery, lumber products—almost anything, in fact, that can be advantageously handled on a flat car equipped with hydraulic draft gear, chain tie-downs and, in some cases, bulkheads.

● **Devices and accessories.** As has been obvious from the earliest beginnings of piggyback, there has to be some means of tieing trailers down to the car. The jack and chain tie-downs first used quickly proved unsatisfactory; they were time-consuming and not standardized between railroads. In early 1956, however, American Car & Foundry Division of ACF Industries (assisted by Trailer Train) developed a retractable stanchion to support the fifth wheel of a trailer, and anchor it to the car. All of Trailer Train's piggyback cars, except the G85 cars, are now equipped with this ACF hitch.

Since 1963, hydraulic draft gear has been applied, when requested, on auto rack cars, and are now virtually standard on cars intended for that service. Similar draft gear is also standard on the 60-ft all-purpose flats. Hydraulic draft gear is not required on standard piggyback cars, since the ACF stanchion itself provides necessary cushioning. Some of the 85-ft cars have cushioned frames for containers.

All TTX cars are equipped with high-speed, cushioned roller-bearing trucks and multi-wear wheels. Those used in TOFC service have two stanchions, rub rails, and bridge plates at each end to permit circus-type loading and unloading of trailers. (As noted on page 30, some cars are now being fitted with more than two stanchions to handle the 28-ft trailers being increasingly used by truckers in "double-bottom" service.)

Auto racks and special accessories are applied to a standard car by members at their own expense, and remain the property of the railroads which apply them. TTX incurs no expense for their purchase, application or maintenance. Chain tie-downs and bulkheads on 60-ft cars are a part of the standard equipment furnished by Trailer Train. Cars equipped with these devices carry a special rate.

This policy is predicated on the fact that use of cars with this specialized equipment is dependent upon close relationship between particular railroads and a limited number of shippers. Thus, it is desirable for the railroad to have some investment in the necessary equipment. Furthermore, the cars with these special attachments are usually kept in captive service, and are not part of a "floating" nationwide fleet. For that reason, TTX furnishes them to its members at straight per diem.

Auto racks, incidentally, are generally being stretched from 85 to 89 ft, to increase car capacity from 12 to 15 automobiles. The 85-ft cars from which racks are removed are returned to Trailer Train for addition of stanchions and assignment to conventional piggyback service. The racks themselves are manufactured by several builders: Whitehead & Kales, Paragon, Darby, Brandon, Scullin, Shippers Car Line and some by the railroads themselves. Chain tie-downs for the 60-ft flat cars are produced by MacLean-Fogg Lock Nut Co. or Brandon Equipment Co.

● **Rates.** As already stated, one of Trailer Train's basic objectives is to furnish TOFC equipment to its members at the lowest possible cost. In keeping with this objective, rates for cars have been reduced twice—5% in 1961, increased to 10% in 1962. At present, net income is being accumulated to establish credit to permit future equipment purchases on reasonable financing terms and to provide for cer-

Trailer Train's car accounting is fully computerized

tain capital improvements, such as installation of stanchions on cars returned from auto rack service. Trailer Train, however, is not organized for profit. If the time comes when no further new equipment is needed, rates can be reduced to the point where they will just cover expenses and depreciation, without net income.

KEEPING TRACK

How do you keep track of freight cars spread all over the United States, and constantly moving from one railroad to another? How do you collect the amounts due for use of those cars?

Those are vital questions to Trailer Train—especially vital because railroad payments for its cars are its only important source of income.

The answer, says TTX Comptroller John A. Brennan, Jr., is "a unique innovation in railroad car accounting—the computerized claim" for per diem discrepancies.

Trailer Train, in fact, considers itself one of the leaders in pioneering a solution to the costly but necessary industry-old problem of preparing such claims. Many railroads, Brennan points out, have installed mechanical aids for part of their car accounting, but the final preparation of per diem claims themselves is still largely a manual clerical effort. Trailer Train believes it may be the only company which has gone all the way to full mechanization with, says Brennan, "extremely satisfactory results."

● **Older system.** For its basic data, TTX necesarily relies on the standard Junction Report or Interchange Movement Record, which is made out whenever a car moves from one railroad to another.

Forty days after a service month each railroad member of TTX submits a report of car usage and remits charges due as evidenced on its own books. TTX then reviews the movement of its equipment for that particular month, which are based on interchange records, and compares it with the payments made.

For many reasons, but, primarily because of incomplete records, there is usually a deficiency of from 5% to 10%. This calls for preparation of a per diem discrepancy claim, in which responsibility for unpaid per diem is determined and forwarded to the railroad concerned.

Until January 1965 production of this claim was a manual effort requiring the full time of seven or eight clerks. As the TTX fleet grew, however, the currency and accuracy of the claim operation became matters of increasing difficulty.

This led to the making of a feasibility study, begun in April 1964, and the ultimate installation, in January 1965, of an IBM 1440 Computer Complex.

● **Newer system.** The system utilizes 8k core positions and two magnetic disk drives, a card reader punch and a printer.

Master identifying information for every car owned by Trailer Train is recorded on magnetic disk storage. As Junction Reports are received information from them is written in chronological sequence behind this master identifying information. If additional space is needed it is written in a different part of the magnetic disk storage, with a code at the end of the original sector to show where the extra data can be found.

For convenience and speed of operation, three similar files are employed, each containing master identifying information and junction records for all cars.

The first file primarily records input. Because most records received by TTX relate to the current or previous month, this first file covers those two months, e. g. in August it would receive and maintain records for August and July.

In the same month the second file would cover June and May; the third, April and March. The second file is used primarily for processing preliminary reports, and also for records received too late for the first file. The third and oldest file contains very late reports, corrections and various special records.

Records relating to the oldest month of the third file are used to process claims. They are then deleted and records for the remaining months are shifted from file to file to make room for a new month. When appropriate, master identifying information is also changed. Any file can be used to provide information about a specific car.

As each Junction Report is keypunched into the system it is "edited" by the computer to eliminate such obvious errors as impossible dates or incorrect or obsolete reporting marks.

● **Requests for missing moves.** Gaps in logical continuity are created whenever records indicate that one railroad received a car and the next chronological record shows that another railroad next delivered it. When these crop up they are noted and sorted within the computer system according to the railroad which apparently failed to report delivery.

This produces the Request for Missing Moves, which is forwarded to the appropriate railroads to provide the missing data.

● **Claims.** Voluntary reports of per diem from user railroads are keypunched and balanced.

When all late records, responses to Requests for Missing Moves, corrections and special records have been entered into the third disk file the junction records are ready for processing claims. The records for the month to be processed are copied from the third file onto a special claim file which contains the last entry from the previous claim period and the first from the next.

Junction records for each car are computer-printed on the car billing report. The computer examines these records to determine which railroads are responsible for per diem, and how many calendar days each owes. Consideration is given to extra responsibilities of members who have delivered cars to non-members, and to special cases of per diem relief and leasing arrangements. Per diem reported by railroads is associated with obligations determined by the computer and shortages are noted. If the amount due TTX is not satisfied, the information is re-evaluated. In other steps, the computer compensates for inaccuracy of original reports and eliminates potentially invalid claims.

When the analysis is finally completed the information is printed as a permanent record. Claim information is sorted according to the roads responsible and claims are written. This complete procedure is handled entirely by the computer as a result of an extensive, carefully developed program.

According to Brennan, the computer system—managed by H. W. Meluski—"has produced not only savings and advantages, but provided Trailer Train with a foundation upon which the increase in the car fleet can be handled with minimum additional effort."

The computer, Brennan feels, has effectively paid for itself in car accounting alone. It has, however, other uses also. Among them are analysis of car repairs, preparation of an historical record encompassing total mechanical and financial data for each individual car, and compilation of TTX's own monthly equipment roster. ■

CARGILL:

'Low-cost modes move the traffic'

A small fraction of a cent per bushel separates winners from losers in the fast-moving, complex grain markets. This underscores the grain trade's need for watching transport costs very closely.

Cargill, Inc., has grown into a giant $2-billion-a-year business by watching pennies like a kid in a candy store.

At the firm's headquarters at Lake Minnetonka right outside Minneapolis, James V. Springrose spends his time keeping the transportation portion of grain prices as low as possible.

As Cargill's top traffic officer (he is assistant vice president and general manager—transportation) he is directly responsible for an immense amount of traffic. In a recent 12-month period, Cargill spent around $95 million moving 302,109 carloads of traffic.

With grain rate changes exerting pressure on Cargill, with bulk handling techniques changing rapidly on the railroads (Cargill's principal mode of transportation) and with a historical tradition for quick reaction to advances in rail technology, Springrose has been dealing with almost unprecedented problems of transportation in grain marketing. He is in an ideal position to assess and evaluate the changing relationships between the railroads and the complex community of farmers, brokers, millers, processors, elevator operators, ports and government that make up the grain trade.

Here, Railway Age Western Editor John Mitros and Cargill's Springrose discuss recent rate changes and how they will affect the interplay of forces that make the nation's grain trade what it is.

Q. Mr. Springrose, how important is transportation to Cargill's over-all operations?

A. Extremely important. Even small variations in our total cost of marketing a commodity become crucial and exert great pressure on our basic transportation decisions. Grain is like water, its flow seeks the lowest possible level. Profit margins in the grain business are measured in fractions of a cent per bushel. I would say, all other things being equal, that low-cost modes move the traffic in our business.

Q. Are things other than cost often unequal?

A. If you are talking about a given unit of grain at a given place, not too often. We spent $95 million for rail, $15 million for barge and about $1 million for highway transport in the last 12-month period we checked. Sometimes, however, grain moves by highway at a premium in freight expense. It moves that way because of a lack of railroad cars, just to find shelter. This usually happens at harvest times.

Many rail rates are competitive and they would move the grain if railroads had the cars to move the grain—when the grain must be moved. And it isn't just a matter of cars. We've had problems with both cars and power. We've had goods already loaded

'Somebody once said the power to make rates is the power to create a metropolis or a wilderness. It's true.'

in freight cars that failed to move because of a power shortage. I don't know how widespread this problem is, but I know there were shortages of power last fall.

Q. The elimination of transit privileges in some grain rates has triggered some important variations in over-all distribution costs for various segments of the grain trade. What effect have these rates had on Cargill traffic?

A. First I'd like to define what we mean by the term transit. It is the ability to stop grain between producer and consumer for a commercial purpose. Within this definition, truck and barge movements have transit available, as well as railroads. To answer your question, for the short term, for any given movement that actually needs a stop and where there is no practical way around that requirement, higher rate levels that make transit rights available will get the business.

For the long term, however, if non-transit rates are established sufficiently below rates with built-in transit privileges, you'll see some wholesale changes. If shippers can justify construction of new facilities to cash in on the economies available to them over a long period of time, you'll see widespread relocation of storage facilities, processing plants, feed mills, integrated broiler and egg producers and other industries dependent upon grain. These stops for commercial purposes will still be necessary but they'll take place in different locations.

Q. How will it affect the producing areas?

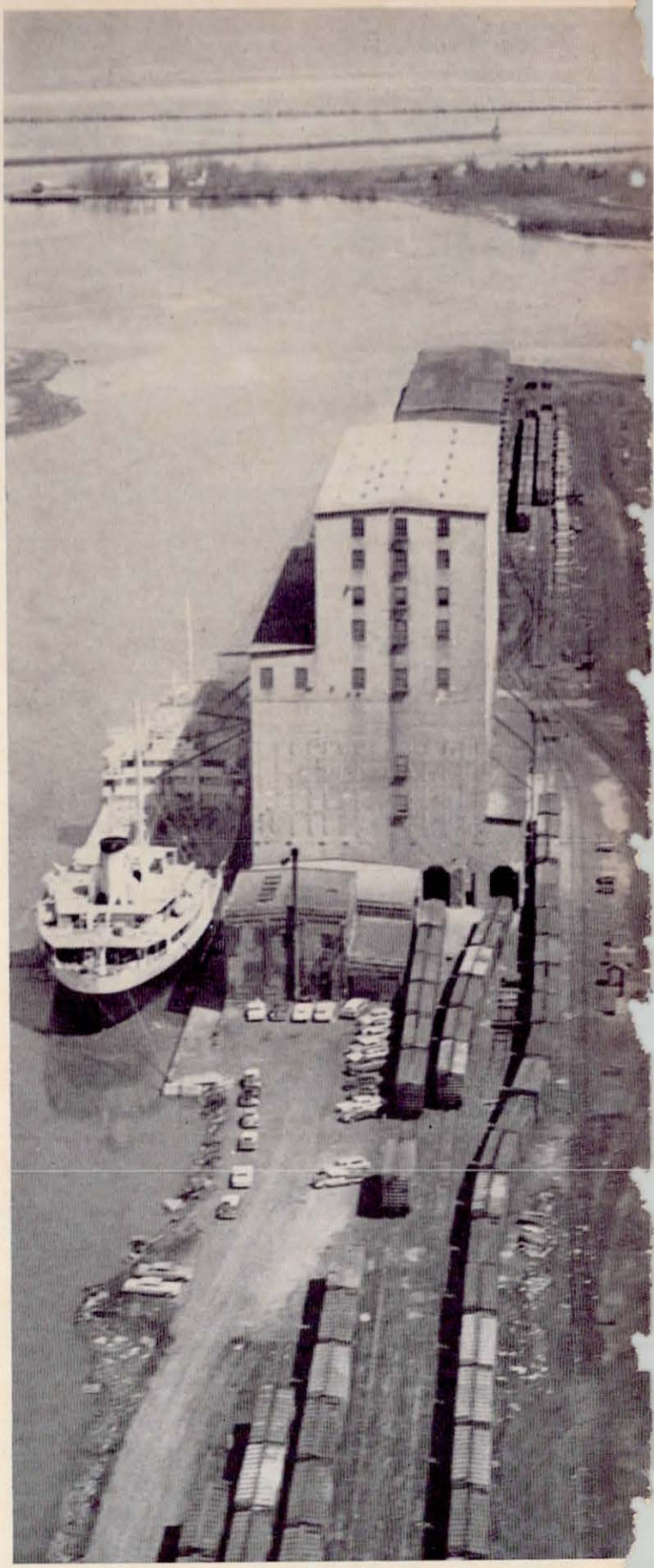
A. More slowly and less obviously. The rates evolving now will inevitably affect both producers and consumers and affect them seriously. It was the same back in the early 1900's, when the Interstate Commerce Commission wrestled with much the same problem. Somebody back then said the power to make rates is the power to create a metropolis or a wilderness. It's still true.

Our position on this trend in rate-making is this: We don't basically quarrel with non-transit rates that shift processing from the producer toward the consumers. This is, at times, the most economic way to get the transportation job done. Total distribution costs can be less via this method.

At the same time, because the grain business is seasonal, at least on the harvest end, grain does need cover somewhere. Facilities are already available to store grain, to condition it and keep it in good, usable condition until demand catches up with the supply. I don't think we should be asked by a trend in rate-making to write these facilities off and go out and spend several hundred million dollars to duplicate them in other locations.

Right now, in many rate structures in the South or in the East, there is a disparity between transit and non-transit rates that is so broad that it can't be justified on a cost basis. Railroads themselves can't agree about how much it costs to stop a car at an intermediate point.

So, at this point in time at least, we don't think that it is proper to throw off presently established facilities for the sake of a non-transit rate basis that would require us to relocate equivalent amounts of storage capacity. Not until non-transit rates are



CARGILL MOVES GRAIN by rail (the firm's primary mode of transportation), water and highway. Here, at Superior, Wis., one of Cargill's elevators takes grain from box cars and transfers it to a waiting ship.

finally resolved to where we can see the effects on our total distribution costs for a reasonably long time ahead can we make an intelligent decision about what we should do. This is still the basic problem railroads are faced with in developing a revision in the eastern domestic grain rate structure today. They haven't been able to come to grips with it. There are other problems, too. We can't react wholly until we've got a long, long view ahead.

Q. Some people have said that the agricultural exemptions tended to make a jungle of the grain business, and that the non-transit rates were a reaction. Do you see it that way?

A. I don't wholly agree with that. There are cases involving the agricultural exemption that do cause problems that can't be solved until a change is made in the exemption. But on the other hand I can think of many circumstances where the agricultural exemption as it is now written has really been a boon, a benefit to the railroads.

Q. You mean getting them out of business where they couldn't perform economically?

A. Yes. Many railroad men realize they cannot economically compete within a certain radius of a grain-producing point. They might just as well forget it. So they designed a rate structure in such a way that the man who is operating trucks under the agricultural exemption, in effect, is a feeder to the rail. He generates business for them. To that extent, the agricultural exemption has really been on the plus side.

Q. Isn't exempt carriage also involved at the consumer end of the grain trade?

A. Yes, very much. We do have to distinguish between two types of motor carriers. One trucker is basically in the grain-hauling business. He doesn't have any back hauls. He comes back empty. The more trips he can make in a given day, the better his operation is, so he tries to operate to the nearest possible unloading point. That kind of man is an excellent feeder to the railroads. They should encourage his kind of free, flexible motor carrier operation.

The other kind of motor carrier operating under the agricultural exemption is the legitimate private motor operation of a manufacturing company or a regulated trucker hauling a regulated commodity—furniture or steel or something else—who picks up grain as a back haul. The economics of motor carrier transportation couldn't justify the rates that he charges for his back haul of grain. The pet phrase for this is "gasoline money." The railroads, in most cases, can't compete with this kind of operator. You must make a distinction between those two operators. The exemption per se, in my opinion, is not arbitrarily bad because the exempt carrier is not regulated and the railroads are.

Q. Would you favor the status quo or would you favor extension of the exemption or the elimination of it?

A. Extension of the exemption to railroads? No, I don't think I would favor that. For the long pull I can't favor it. Actually I don't fear it—from Cargill's point of view—because I think in that climate we would fare as well as the next man. I don't think, from a broad industry standpoint, or the railroad standpoint for the long pull, that it is in the best interest of either one of us, so I wouldn't favor spreading the exemption to the railroads.

On the other hand, I do recognize that the back haul operation possible under the agricultural exemption is detrimental to railroads. In many, many cases it works to the detriment of the grain trade, too. I would think that regulation, within certain limits, of agricultural commodities carried by these motor carriers would be a far better and more workable long-term solution than going the deregulation route.

Q. In other words, selected regulation among motor carriers?

A. Right. Depending on the nature of their operation. I think that agriculture, generally, ought to try to promote transportation agencies and media that have as their sole purpose or as one of their specific purposes the performance of service to agriculture rather than to secure a specific benefit for themselves. Or stated differently, if they serve agriculture, they should also benefit themselves within the framework of agriculture's requirements and not just on a "when I have spare space" basis. Agriculture's exempt carriers should have agriculture as their primary interest.

Q. Is your feeling about agricultural exemptions largely about basic agricultural commodities? Highly processed commodities are, of course, where the railroads feel they are really hurt. Isn't a gypsy trucker with a carload of some highly rated commodity a different proposition than a man with a truckload of grain?

A. This is right. All of my remarks here go to the basic raw material, the whole grain that comes from the farm. I certainly don't think that there is any justification for spreading the present exempt list. I tend to agree with those who say that maybe the list is already too extensive, although I can't suggest guidelines for pulling it back.

Q. Generally speaking, do you feel the promotion of an orderly grain distribution system is something at which railroads ought to aim every rate service move they make?

A. Yes, I do, although I don't think the grain trade can say what was orderly 20 years ago is necessarily the only way to be orderly today. Our industry has changed. We really don't market grain in all of the same ways and with the same emphasis today that we did 20 years ago. Marketing patterns have changed. A good example of that is the decentralization of feed and broiler operators and the feed lot operators beginning to develop. There was a time when feed was manufactured at some intermediate point between the producer and the consumer. Now the trend in feed manufacture, in many areas of the country, is to manufacture it as close to the point of consumption as possible. So that in itself, even if nothing had changed in transportation rate structures, represents a change in what is broadly defined as the grain marketing structure.

(Continued on next page)

Q. Isn't the marketing structure shifting the locations of feed lots and broiler manufacturers and so forth with relation to other rates—the rates on meat to their ultimate market—for example?

A. I think this is true. Some were affected by rate decisions, some weren't. There is more to it than just rates, though, without question, rates have a lot to do with it. Availability of labor and tax rates are also factors. A feed mill in a highly industrialized metropolitan area is probably going to pay more taxes per ton of feed than a feed mill sitting out in the country somewhere right next to a big chicken-feeding facility. So the tax structure has a lot to do with it. Freight rates certainly, but also climate, labor, taxes, raw material availability and other factors are transforming our business.

Q. Do Cargill customers use computers to pick optimum points for operations? To locate an elevator where it will be given maximum return for capital investment sounds like a job for a computer.

A. Perhaps it is, but we haven't used a computer to pinpoint location for a facility—yet. For one thing, there are too many unknowns in future railroad policies. We have used a computer to investigate the kind of facility that we need to do a job we wanted done. But this is a kind of facility that could be located at point A or point B.

Most of our plant location studies are a good deal more complicated today than they were even five years ago. Much of that is because—not that we don't recognize individual trends—the trends upon which such decisions have been based in time past are not stable. What one particular railroad in a given territory will call a trend another will say isn't a trend at all. It's tough when you are trying to decide on a plant location that is going to be affected by what both these railroads do.

Q. Mr. Springrose, how much rail equipment does Cargill operate?

A. Cargill has 385 tank cars and 443 covered hopper cars under lease—and we may lease an additional 200 hopper cars somewhere in the near future.

Q. Do you have any equipment utilization figures for your covered hoppers?

A. We have recently changed our accounting system with Transport Leasing and some of our records aren't current in this transition period. We think our utilization has been about two times better than what railroads have been able to achieve with their own equipment. It is still short of the mark, though, of offsetting the cost of these cars.

Q. What is the lease value of a car like that?

A. I think the lease expense is pretty standard. It is $190 a month for this particular model of car.

Q. What portion of your traffic is carried in your own cars?

A. I have no idea how to answer that either except that it is a relatively small percentage. Ours is not a very big fleet in terms of our total traffic.

Q. If an ICC examiner's recent recommendation that railroads give a reduced rate for traffic carried in leased equipment is translated into rates—would this tend to make you want to increase your own fleet?

A. That would depend upon the rate differential. Railroad rate-making policies are, today, in effect, encouraging people to lease equipment, thereby relieving railroads of the immediate expense of providing equipment to shippers. Cargill, obviously, is willing to go along. The thing that we try to impress on the railroads is, that they can't come around six months later and change their policy; once we have committed ourselves to at least a five-year period of maintaining the cars in our own fleet.

This has happened in the East, this encouragement. It has happened in western trunk line territory in certain isolated cases and, to some extent, it has happened in the South.

Railroad policy, broadly, encourages us to lease cars. There are specific railroads that do not encourage it. They say to us that they have their own covered hopper cars and they would prefer that we didn't put ours on their system. I can understand that. But at the same time when car shortages develop, these same railroads say, "Why should I give you freight cars? I never see any of your equipment on my system." We can't be turning on and shutting off our car supply to suit those railroads' needs. If they don't want our cars on their own system because, at given moments in time, they have enough equipment of their own, then they shouldn't be relying on us to give them our equipment when they develop a shortage. This has only happened in one specific case, but nevertheless it is worrisome.

Q. Do you see, in equipment that is evolving, promise of really large bulk movements in unit trains, even possibly integral trains handling grain? For instance, I believe it is Continental that has a Twin Cities-Buffalo unit train operation.

A. Yes, they had a movement like that, or at least the one publicized was said to be a Continental movement. There have been several since. That is not what you're asking about. That is a trainload rate. We have seen trainload movements in the grain business on many of our commodities, but never on an integral basis. But, I wouldn't rule out the possibility for some time in the future.

Q. It seems like a rather logical thing.

A. It is. But again, grain, production is spread throughout all of the United States. Coal is different. You can isolate a mine and a utility company easily.

Q. Could the grain industry make seasonal use of equipment in conjunction with some other large industry that also uses covered hoppers? Is the grain industry ever likely to put out enough money

(Continued on page 60)

Cargill streamlines its traffic department

Cargill, Inc., has given broad, new authority in rail transportation matters to seven new regional traffic managers at the firm's grain division offices in Buffalo, Chicago, St. Louis, Kansas City, Minneapolis, Portland and Sacramento. Cargill's 80-man traffic department handles approximately 300,000 carloads worth some $95 million in rail revenues per year.

The streamlined department will be better equipped to understand and overcome problems at particular locations, in the view of James V. Springrose, Cargill's assistant vice president and general manager of transportation. "The central portion of our transportation staff at Minneapolis just isn't equipped with enough hands and heads to get a comprehensive total job done the way Cargill needs to have it done.

"The traffic man who can best overcome problems and obstacles is often the man who is right there living with them. This new authority goes beyond the operational functions for the physical movement of goods. It gets into areas of rate negotiation, the effect of rates in pricing studies and plant site studies for their regions and for the firm's individual operating divisions that are involved."

Springrose says the new authority Cargill is giving the regional traffic managers also includes the responsibility of coordinating such activities through negotiation and by determination through Cargill's central traffic office.

The move, says Springrose, was dictated by increasing demands for sound management of all aspects of transportation. "We have a lot of talent in our branch offices. We think our decentralization is going to give us more effective coverage for the total job we need to have done.

"We don't like to see important projects wait because headquarters doesn't have time to get to it.

"We hope that railroad men who need information or need knowledge of grain marketing — will go to our regional managers with their questions. I don't mean they can't come to us— they can always come to our headquarters. But, it happens more often than not that we have to go to our regional men to get answers anyway."

Cargill's seven new regional traffic managers are: George Birdsong, Eastern region, Buffalo; William Phippard, Central region, Chicago; Lyman Carlock, Southern region, St. Louis; Owen Smith, Southwest region, Kansas City, Mo.; Richard Wank, Northwest region, Minneapolis; H. Claude Herington, Pacific Northwest region, Portland, and Don Mykleby, California region, Sacramento.

Harold Gray, assistant general manager of the transportation department, is in charge of rail services, fleet control, freight claims, leasing and demurrage. Robert Post, also assistant general manager of the transportation department, is in charge of rail rates, transit and tariffs.

Key men in the Cargill traffic operation

Harold Gray

James V. Springrose

Robert Post

George Birdsong

William Phippard

Lyman Carlock

Owen Smith

Richard Wank

H. Claude Herington

Don Mykleby

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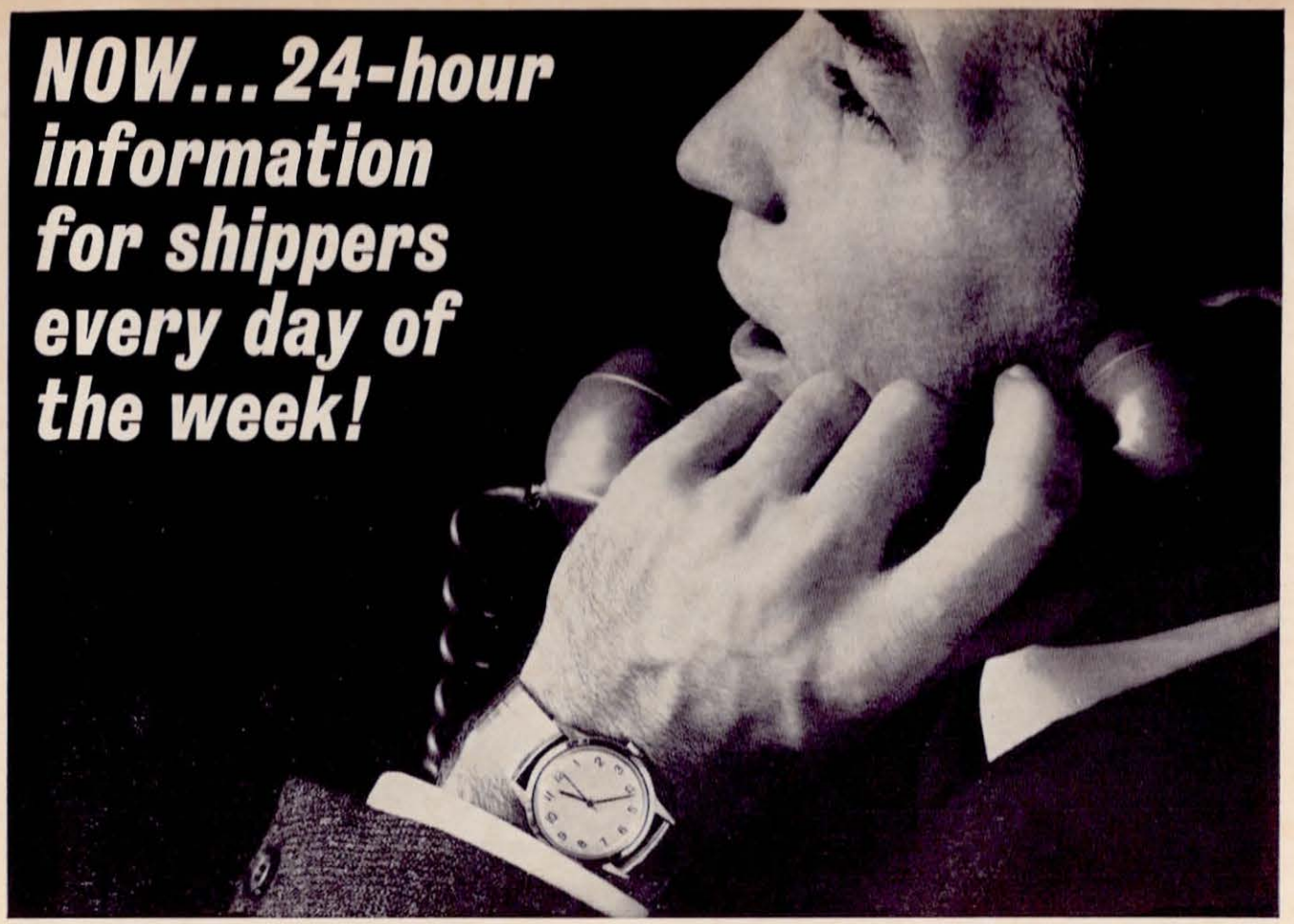

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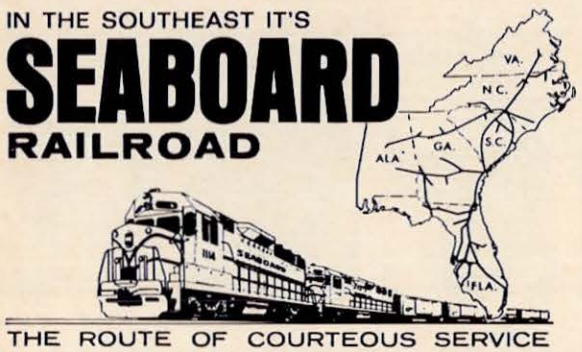

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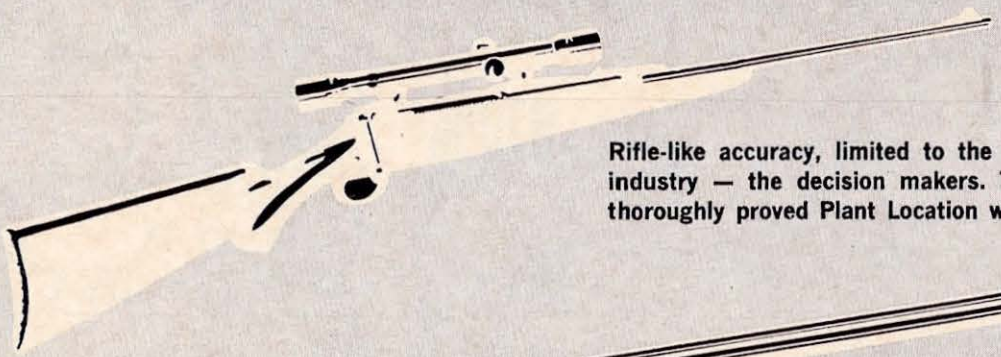

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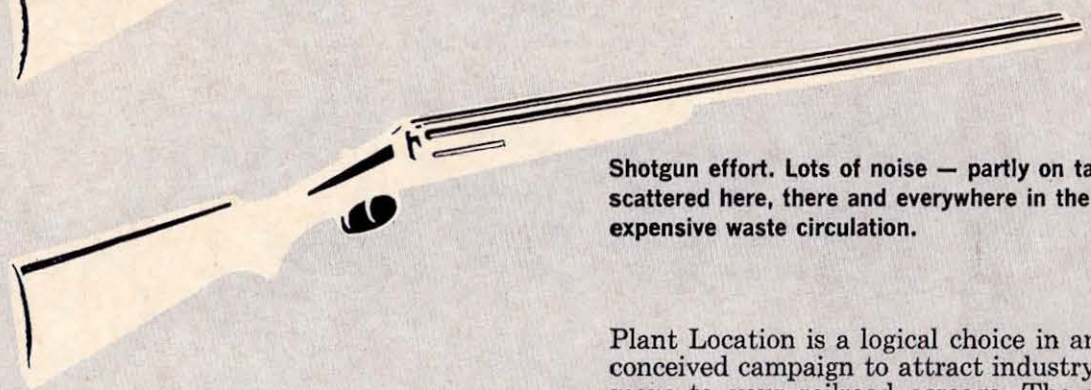

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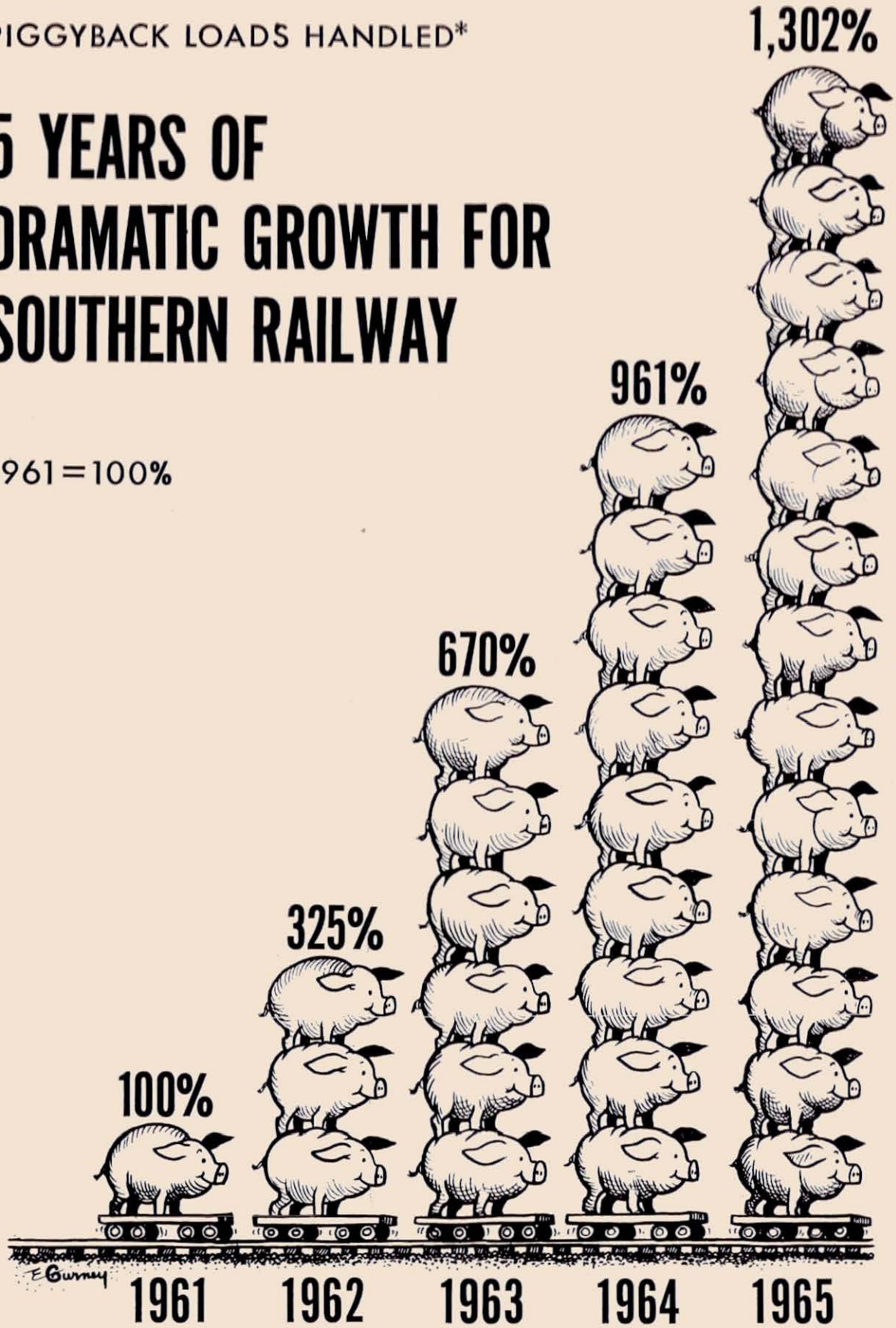

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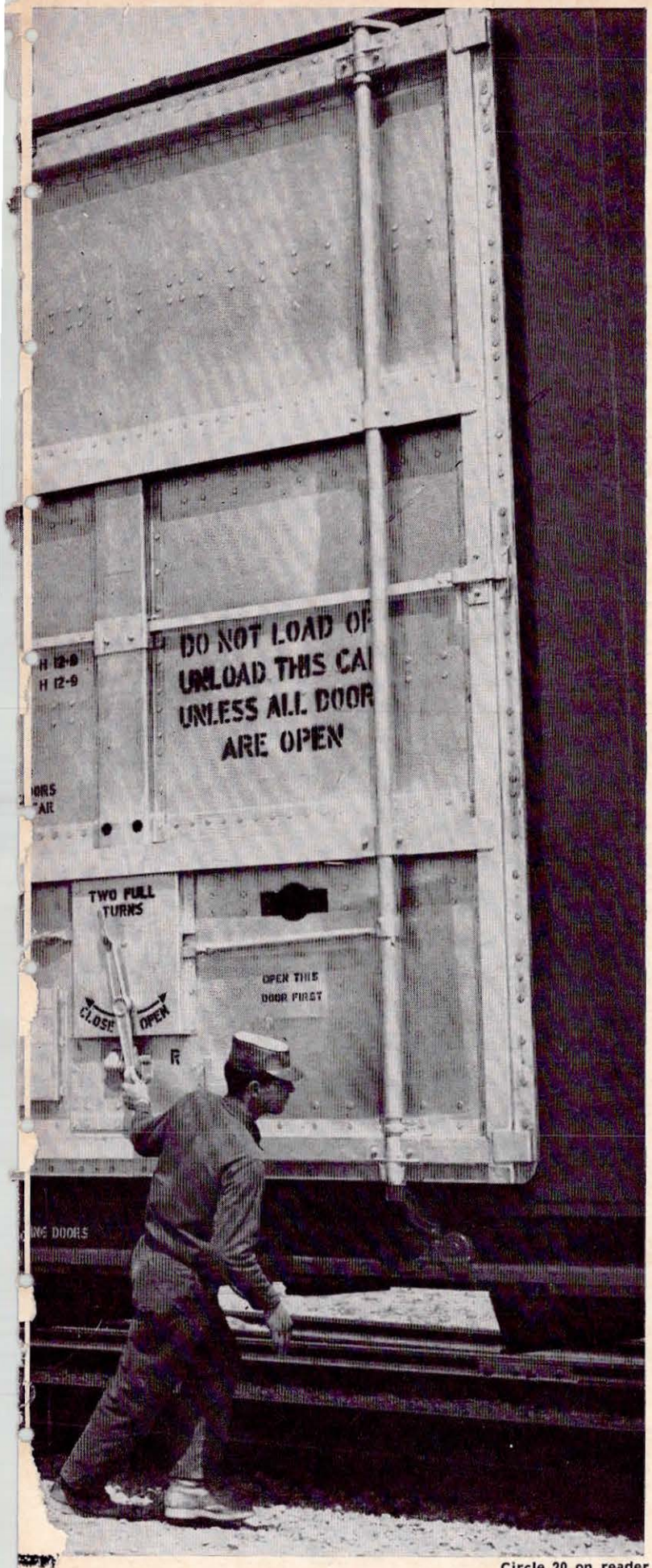

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opens 10′ x 12′9″ door. It's Reynolds Aluminum.

If the doors shown here had been made of steel, this man would be working a lot harder.

Made of strong, lightweight Reynolds Aluminum, each section of the two-leaf door weighs 980 lbs. Total weight 1,960 lbs. If they had been steel, they would weigh 1,620 lbs. per side or over 3,200 lbs. total.

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RTI MEMBER

Circle 20 on reader service card

Mr. Smith and Mr. Newell discuss...

a new "rent-a-car" service for railroads

Mr. Smith:
It seems to me, Mr. Newell, that Trailer Train Co. represents a new spirit in railroading. It embodies the kind of dynamic thinking that is necessary if railroads are to improve efficiency and profits.

Mr. Newell:
Yes . . . this is the first truly national pool of freight cars. Trailer Train is a co-operative venture, wholly owned by 39 railroads and one freight forwarder. We are a service organization, set up to do something that the individual roads could never do for themselves. We provide flexibility in use of cars as between members and we also provide a steady stream of new equipment to take care of their continually increasing requirements for this rapidly growing type of transportation.

Mr. Smith:
That sounds like an extremely complex operation. And yet apparently Trailer Train has been very successful. To what do you attribute this success?

Mr. Newell:
In just nine years, Trailer Train Co. has grown to where we now own approximately 30,000 railroad cars. One of the key factors in our success has been standardization. We have standardized on quality construction and efficient car design. Downtime for maintenance is remarkably low. Right now over 99% of our cars are in active service. Our cars average 175 miles per day — 3½ times the national average for all freight cars. We use the most up-to-date data processing techniques to maintain our car records. These efficiencies and the cooperation of our members who account for 91% of the class 1 railroad mileage in the country, have permitted two reductions in our rates within recent years.

MR. L. B. SMITH, President of A. O. Smith Corporation, and MR. J. P. NEWELL, President of Trailer Train Co.

As one of the nation's largest railroad shippers, A. O. Smith has a vital interest in helping to improve railroad efficiency and service. Our Hydra-Buff hydraulic end-of-car cushioning devices protect Trailer Train cars and contents from impact shocks. Cushion Ride hydraulic units provide similar protection on cars with sliding sills. A. O. Smith serves the railroad industry in many other ways. Apex steel grating running boards and brake steps and Boxweld brake beams are A. O. Smith products that ride the rails from coast to coast. A. O. Smith Railroad Products are sold exclusively through **APEX** Railway Products Company, Chicago, Ill.

AO Smith

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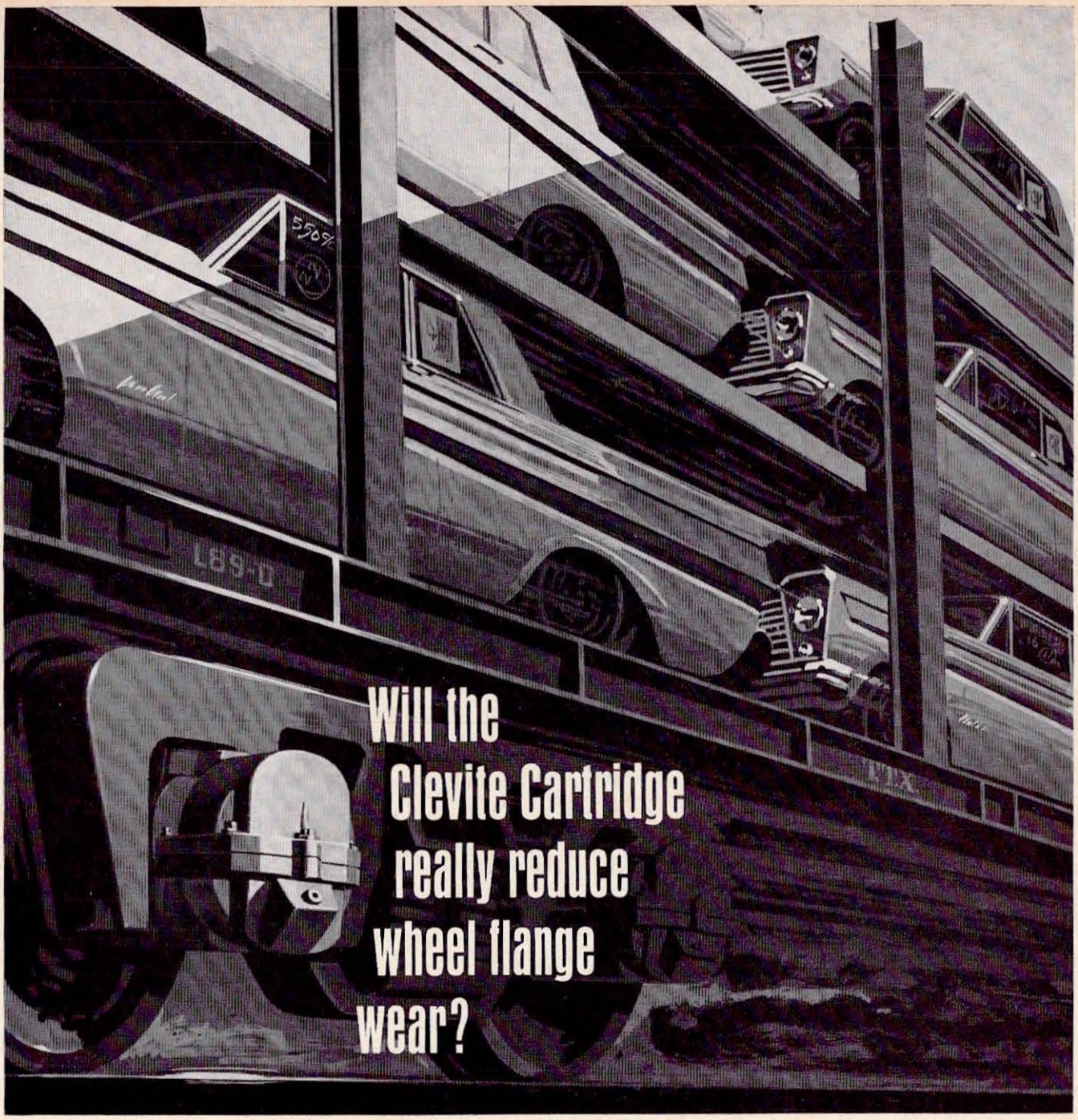

Trailer Train is finding out.

Recently Trailer Train installed 70 car sets of journal bearings on 60-foot flat cars. This is in addition to 57 Clevite-equipped cars that have been on the road up to 2 years.

Like many railroaders, Trailer Train operators believe Clevite's lateral motion may prolong wheel life and extend service time between wheel turnings.

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CLEVITE

Circle 22 on reader service card

Do you support or oppose creation of a Cabinet-level, federal department of transportation?

Support	27
Oppose	22
Doubtful	4

Shippers would limit transport department

Proponents think it could help in coordination, promotion and research. Opponents fear 'inevitable' political interference.

On a straight head-count basis, shippers queried in this month's Traffic Poll narrowly support President Johnson's proposal for a Cabinet-level federal department of transportation.

Shipper opinion, however, has not yet crystallized. It probably won't until considerably more information is available as to just what such a department would be expected to do.

● **Minds can change.** Almost without exception, those who now support the President's idea in principle want only a department strictly limited to functions of research, promotion and coordination. They don't want it to have any part in regulation.

Most of those who presently oppose the proposal do so out of fear that a Cabinet-level department will inevitably, sooner or later, get involved in regulation and—worse, they say—in politics.

There is ample room, however, for mind-changing on both sides. Many respondents, in fact, flatly reserve that right in their comments on the question.

● **Potentially helpful.** The broadly favorable view of a federal department of transportation is expressed by such men as G. J. Mason, director of transportation, Wyandotte Chemical Corp., Wyandotte, Mich.; J. D. Dawson, general traffic manager, Norton Co., Worcester, Mass., and W. N. Inman, assistant general traffic manager, Firestone Tire & Rubber Co., Akron, Ohio.

Mason terms it an "excellent move. It will bring transportation into its proper perspective in both government and industry." Dawson, though conceding "the fear of more regulation by a new department with official powers," points out that, "where we are on the threshold of a new era in transportation, and costly studies must be made, a central agency is desirable."

Inman, too, feels a "federal department could be most helpful in conducting surveys and studies of present and future needs for facilities for moving goods and people," especially in view of population increases. The proposed department, he thinks would put in one place responsibility for investigations and recommendations now made by several federal agencies. Like many of his colleagues, however, he states that "legislative responsibility should remain with Congress, and implementation and enforcement should still be handled by the ICC, state commissions and courts."

● **Powers must be limited.** Some such limitation on the power and authority of a federal department is mentioned by most of those who support a department in theory.

'Conditional' support

R. L. Andreas, manager of traffic, American Oil Co., Chicago, says, for example, that his support "is conditioned on the department's concerning itself with research, coordination and promotion."

Similarly, E. J. Davis, director of traffic, Caterpillar Tractor Co., Peoria, Ill., doesn't want a department to have any connection with regulation or promotion. An advocate of "research, coordination, promotion only" is Erwin Rosenzweig, traffic manager, Longview Fibre Co., Longview, Wash., who opposes executive department involvement in regulation, rates, per diem or similar matters. "Politics," he suggests, "should have no part in dictating to carriers or shippers in matters concerning the present Interstate Commerce Act."

Somewhat similar views are expressed by such respondents as C. C. Miller, manager, Transportation Department, San Francisco Chamber of Commerce; J. W. Cassell, district traffic manager, Reynolds Metals Co., Sheffield, Ala., F. T. Day, TM, Warner & Swasey Co., Cleveland, and G. E. Roeder, TM, Portland, Ore., Produce Merchants Association.

● **'Monster'?** The proposed department should be designated a "Department of Transportation Research. Its operations should be specifically spelled out in legislation creating it, and that legislation should be so worded as to prevent any interference with the ICC," in the opinion of E. A. Stoker, TM, Amalgamated Sugar Co., Ogden, Utah. Stoker believes that "some type of agency at Cabinet level to deal with matters relative to research, coordination and promotion in transportation would be valuable."

On the theory, however, that "any political office becomes a monster unless it is specifically and clearly defined to begin with," he fears it would be only a matter of time until such a department would be interfering with the various regulatory agencies.

● **Added functions.** A few respondents do see possible functions for a Cabinet transport department beyond research, coordination and promotion.

Day, identified above, suggests that it might work toward equitable treatment of all forms of transportation, to enable all modes fully to develop their inherent advantages. Just about the same idea, with emphasis on rail-highway coordination, is advanced by E. W. Olson, TM, Vermont Marble Co., Proctor, Vt. Olson further suggests that the department "could offer suggestions for changes in existing regulations"—but without becoming otherwise involved.

The proposed department might "take over all safety, promotion and subsidy matters now handled by regulatory agencies," according to C. T. Coy, GTM, Eli Lilly & Co., Indianapolis. He thinks it could, in fact, "be concerned with all transportation matters except regulation of rates and charges."

L. H. Martin, GTM, Gould National Batteries, St. Paul, Minn., suggests that it might get into such problems as simplification of tariffs, rates and rules; might encourage the several modes of transport "to promote better service" by joining in rates and routes; and

might even take up national regulation of truck sizes, licensing and the like.

● **Strong supporter.** Strongest single vote in favor of a federal department of transportation came from the traffic director of a major national company who asked not to be identified.

"Transportation," this man wrote, "has been submerged under the Secretary of Commerce. Instead of being treated as a major segment of national affairs, it has turned out to be a well disorganized series of 30 or 35 agencies dealing almost autonomously with mutual problems.

"As we study the initial formation of the ICC, no one could have anticipated the tremendous control of functions and scope which the Commission has adopted, seized or merely assumed because there was no other place to put them. This causes me to believe that no matter what the department of transportation starts out to be, in the long run it may supersede all other transportation agencies and eventually have them under its own jurisdiction.

"I realize this would pass such authority from the legislative to the executive branch, but I think it ought to be there for the simple reason that transportation has not functioned successfully under the Commerce Department.

"I suggest that the initial functions of a federal department of transportation might include promotional, arbitration and policy matters. If the department is given policy, I see no reason why such policy will not dictate rules, regulations, rates, mergers, safety, etc., thus bringing all other transport agencies under its control."

● **Opposition.** The man just quoted predicts that "some people will recommend centralization of certain functions within a new section of the Commerce Department, and will oppose creation of a department of transportation at cabinet level."

'Leave it to Commerce'

He is quite correct, to the extent that some Poll respondents who oppose the proposed new department do say, in effect, "leave it to Commerce." Others think the ICC, if given sufficient manpower, authority, "and a few sharp teeth," and left alone by politics, could do anything a department should do.

But the real basis of opposition appears to be fear of enlarging government activity, especially in a way which might ultimately lead to political interference with transportation either directly or through regulation. M. J. Walsh, Jr., assistant vice president, St. Regis Paper Co., New York, makes that point in just about those words.

Others, among them L. F. VanKleeck, TM, Brown Co., Berlin, N.H., express the same basic idea in stronger terms.

"I have misgivings about political influences on transportation. If such a department functioned in the manner of the Department of Agriculture, politics would be the first order of business," says G. H. Cunningham, GTM, Sterling Drug, Inc., New York.

Oliver Plymate, TM, Butler Welsh Grain Co., Omaha, Neb., calls it "another political boondoggle. While regulation is not mentioned, it is just a matter of time until ambitious politicians, as void of transportation ability as a new-born babe, will attempt to dictate to the ICC, making that body useless."

"If such a department performed [research, coordination and promotion] only, it would be fine," writes E. M. Burk, TM, Wyatt Industries, Houston. But, he asks, "How many federal de-

(Continued on page 54)

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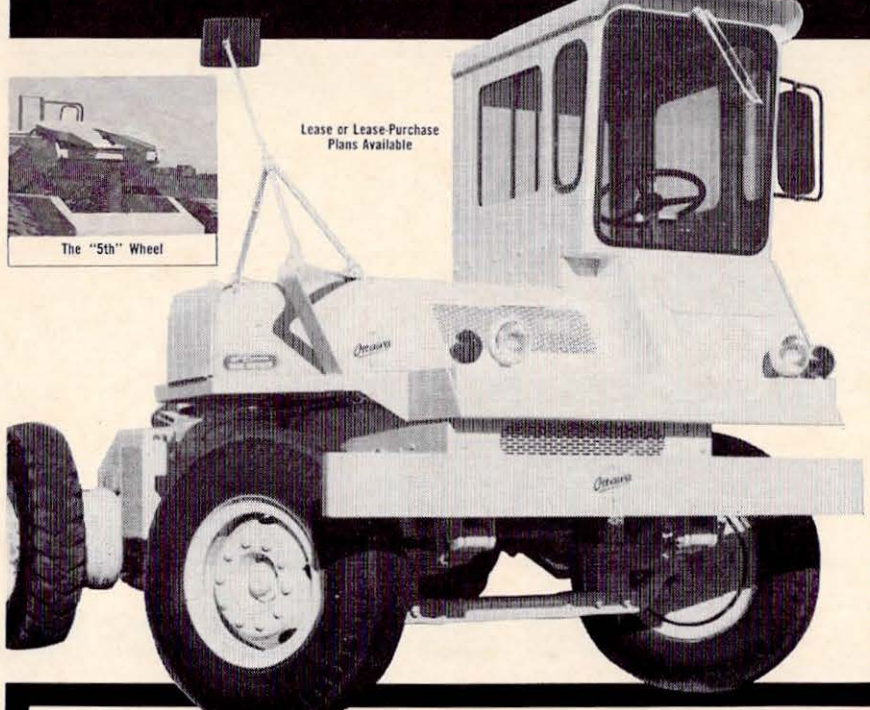

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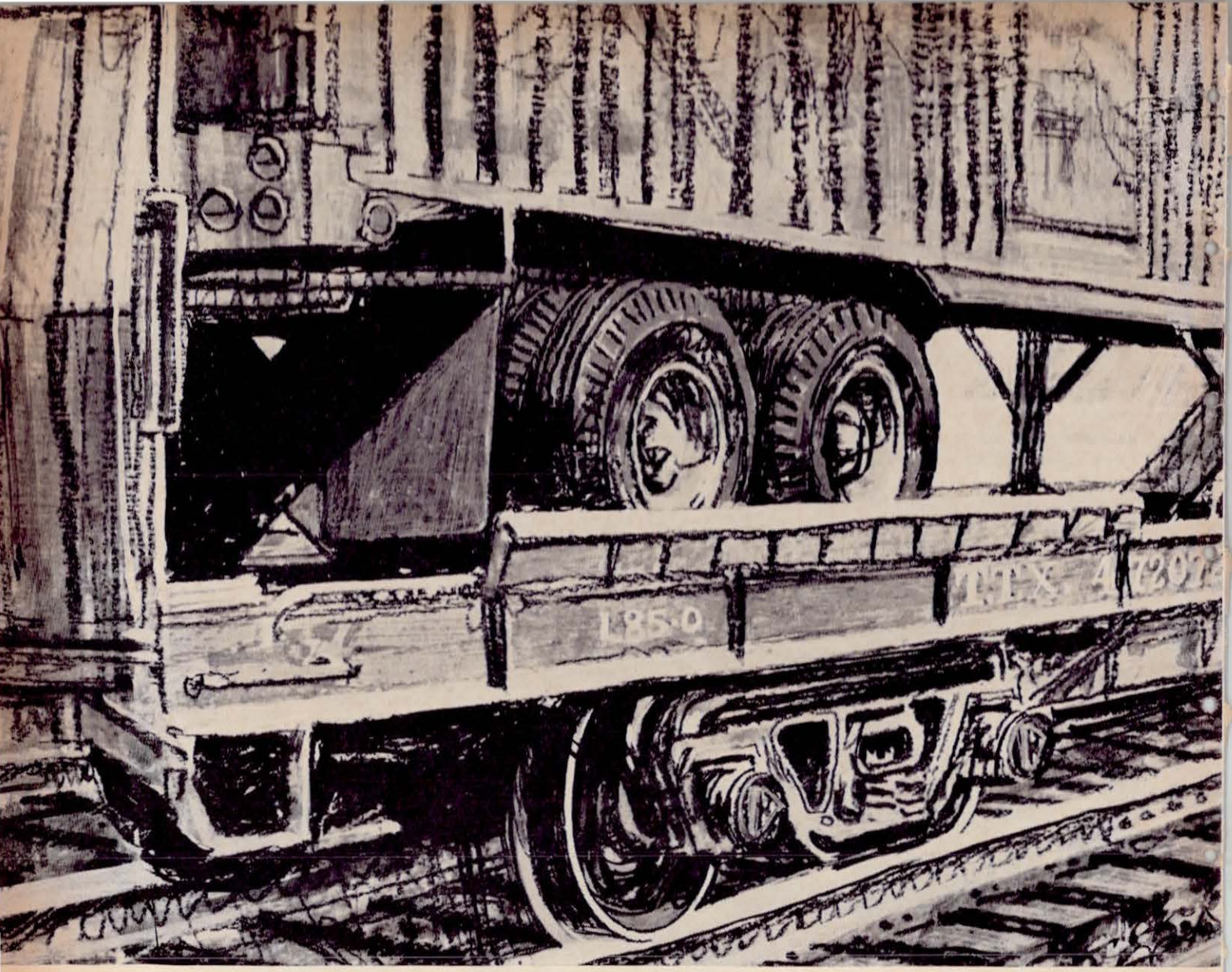

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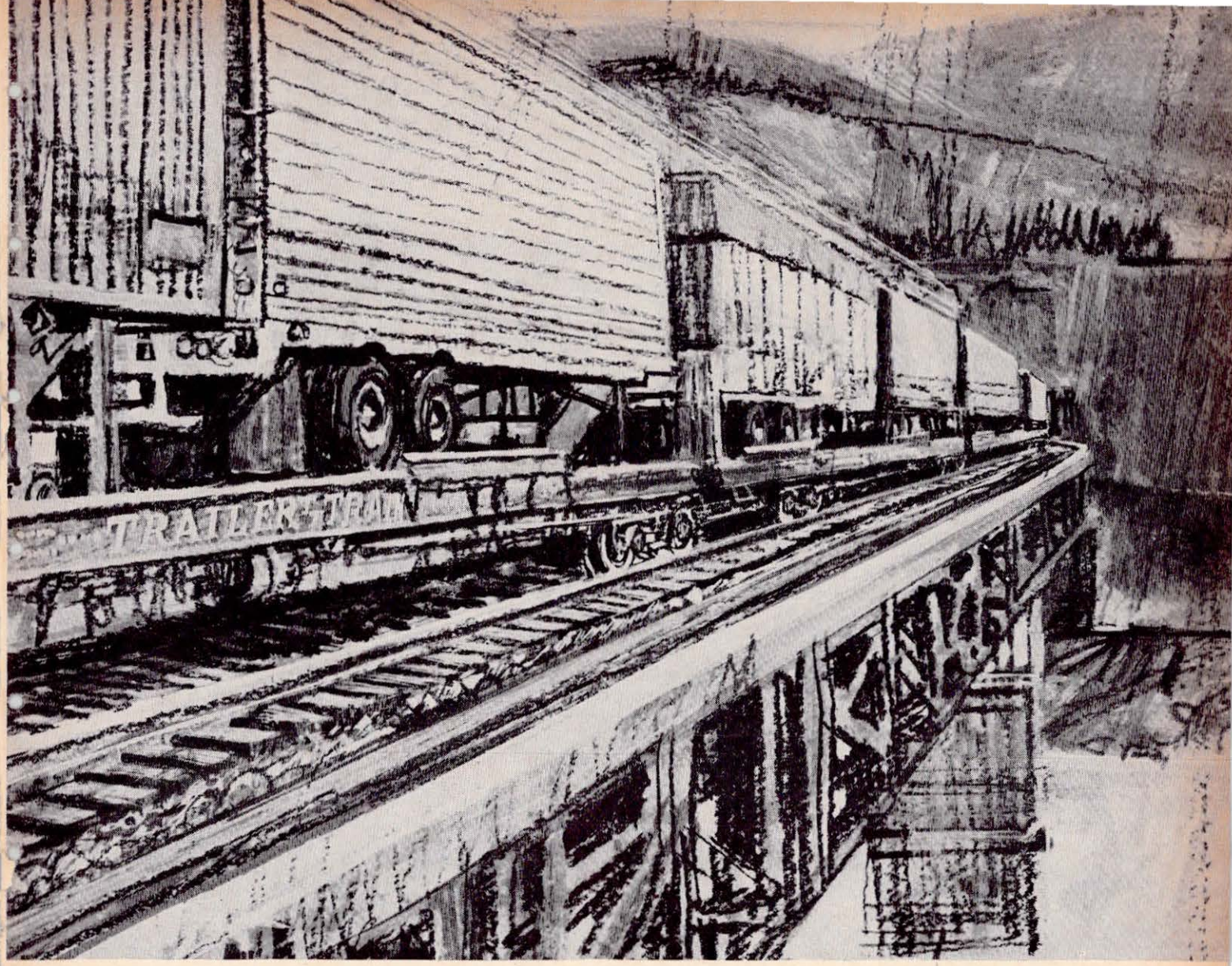

Piggybacking passed a major milestone in 1965. During 1965 the piggybacking of highway trailers and containers on flat cars amounted to 1,031,210 cars, exceeding the million carload mark for the first time. When will it grow to two million carloads per year? In less time than the ten years it took for the first million, because piggybacking is on the move.

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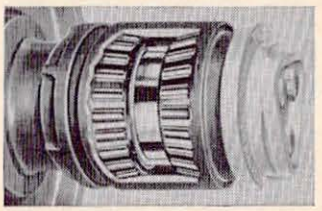

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R. G. LEWIS

AS THE PUBLISHER SEES IT...

PIGGYBACK YARDSTICK—Jim Newell, president of the Trailer Train Co. (featured in this issue), makes an interesting comment on a small item we published in the Feb. 14 issue (p. 11). That item charted piggyback's growth, using carloadings as a yardstick. JN points out: "While the data on piggyback loadings is the only dependable information now available, it can be very misleading as a measuring stick for TOFC. For instance, in October 1965 Trailer Train had approximately 26% more piggyback cars in actual service than in October 1964, and yet piggyback loadings showed an increase of only 15%. Our investigation with several member lines disclosed a very appreciable increase in interline traffic and the length of hauls during the year. Furthermore, Trailer Train's utilization per car mile per day, as well as our revenue per day in October 1965 compared quite well with October 1964.

"Obviously, the only true measure of the rate at which piggyback is growing is to compare either trailer miles or revenue piggyback car miles, and this information is not available. Simply stated—it is possible to have piggyback revenues increase 10% without any increase in the loadings; all that is needed is to have the mileage increased by 10%."

NEW YORK FREIGHT BY-PASS—A by-product of a new high-speed Boston-Washington rail route would be a new freight route around Manhattan. A plan involving a Hudson River crossing near Tarrytown, N.Y., is favored by Dr. Richard Rice, visiting lecturer in Princeton's Department of Civil Engineering. It appears to have the strong support of Senator Claiborne Pell of Rhode Island, among others.

The barrier to low-cost, high-speed commerce between New England and the rest of the nation which the railroad river crossings have so long presented was readily overcome for the highway users by tunnels and bridges financed with public funds. Although built primarily for the motorist—just as the modern rail crossing would be built for passengers—the truckers were obvious benefactors, as would be the freight-hauling railroads. New England's industrial position would be immeasurably enhanced; low-cost railroad freight service would be available in a section of the country where trucking costs are by far the highest.

Dr. Rice tells me that the greatest tractor-trailer density down any single corridor exists between Boston and Washington. He guesses that about three-quarters of all business in this corridor is handled by the truckers—that in no other section of the United States is there such a preponderance of traffic moving by non-rail modes.

To the extent that, among railroad men, there may be those who oppose any plans for modernizing the railway plant along the Northeast Corridor for passenger service (using public money)—those fellows might want to give it a second thought in the light of the immense potential for freight.

EUROPEAN TOURS SHAPING UP—North American railroaders are showing ever increasing interest in railroading abroad. Last September this paper sponsored a tour centered on the International Transportation Exhibition at Munich. It was quite a success. More than 50 railroad men and suppliers made the trip, a number with their wives. Now Railway Age has two European tours scheduled for 1966. The first will be a Rail Transit Seminar (covering London, Stockholm, Berlin, Moscow, Milan and Paris) scheduled for June. The second will be a Passenger Study Tour and is scheduled for September. Both will be two-weeks on an all-expense, guided tour basis, with an optional "free" week. Details will be announced as plans progress.

Luther Miller will accompany the transit group, while I hope to take the assignment myself on the Passenger Study Tour.

(Continued from page 51)

partments confine themselves to their originally stated purposes? I am afraid this would be creating a department which would eventually take over transportation en toto as a means of justifying its existence."

Also from Houston, C. W. Dunn, Jr., Traffic Department manager of Peden Iron & Steel Co., writes: "History shows that when a new department is created to solve certain problems in government, not only does it fail to solve these problems but it creates new ones. Creation of a department of transportation will only bring on more useless regulations and increased payrolls, and lower efficiency in performance by the present independent agencies. In addition, Congress will gradually surrender to the executive branch the power to regulate commerce which the Constitution presently grants to it alone."

"We would be naive to assume that a new governmental function could be established, and not have regulation with any so-called benefits," thinks R. F. Treptow, GTM, H. D. Lee Co., Kansas City. While he agrees that cooperative research and promotion could be beneficial, "regulation on a political basis would be no better than anything else based on political considerations."

Others who are fearful of political interference are M. D. Dyer, manager, Traffic & Transportation Department, Little Rock, Ark., CofC, and R. F. Hogan, TM, Warner Co., Philadelphia. "Cabinet-level," writes Dyer, "means placing functions, whatever they may be, in the administrative arm of government. As such, the functions would be politically motivated. We must continue the balanced division of responsibility."

Hogan, too, bases his opposition "primarily on the premise that establishment of such a department will ultimately lead to control of the several regulatory bodies, including the ICC." The Commission, he adds, should remain as it is, an arm of Congress. Like Cunningham and several others, Hogan says he might change his views if he could be assured that the department would be confined to such matters as planning, with the ICC remaining separate and distinct. But he is opposed "to any interference with the present regulatory process."

"I don't see any good purpose in adding another 'lean-to' onto the present complex of shacks which exists in many transportation regulatory agencies in Washington," writes E. J. Hanson, traffic director, Grand Forks, N.D., CofC. "Adding such a department to an already too-powerful executive branch

(Continued on page 64)

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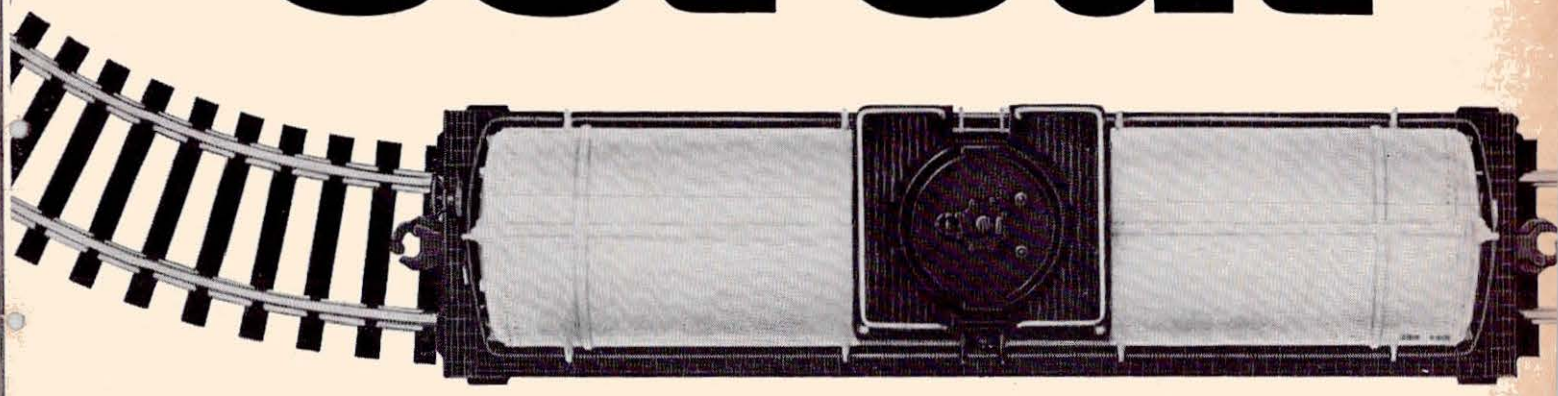

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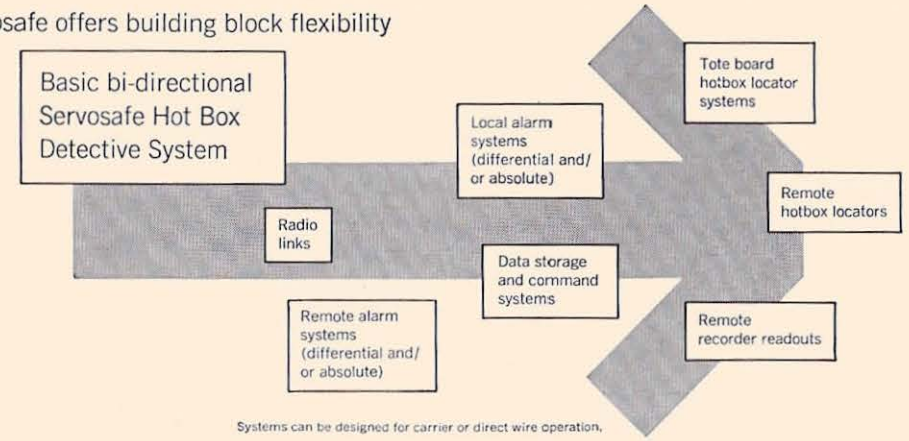
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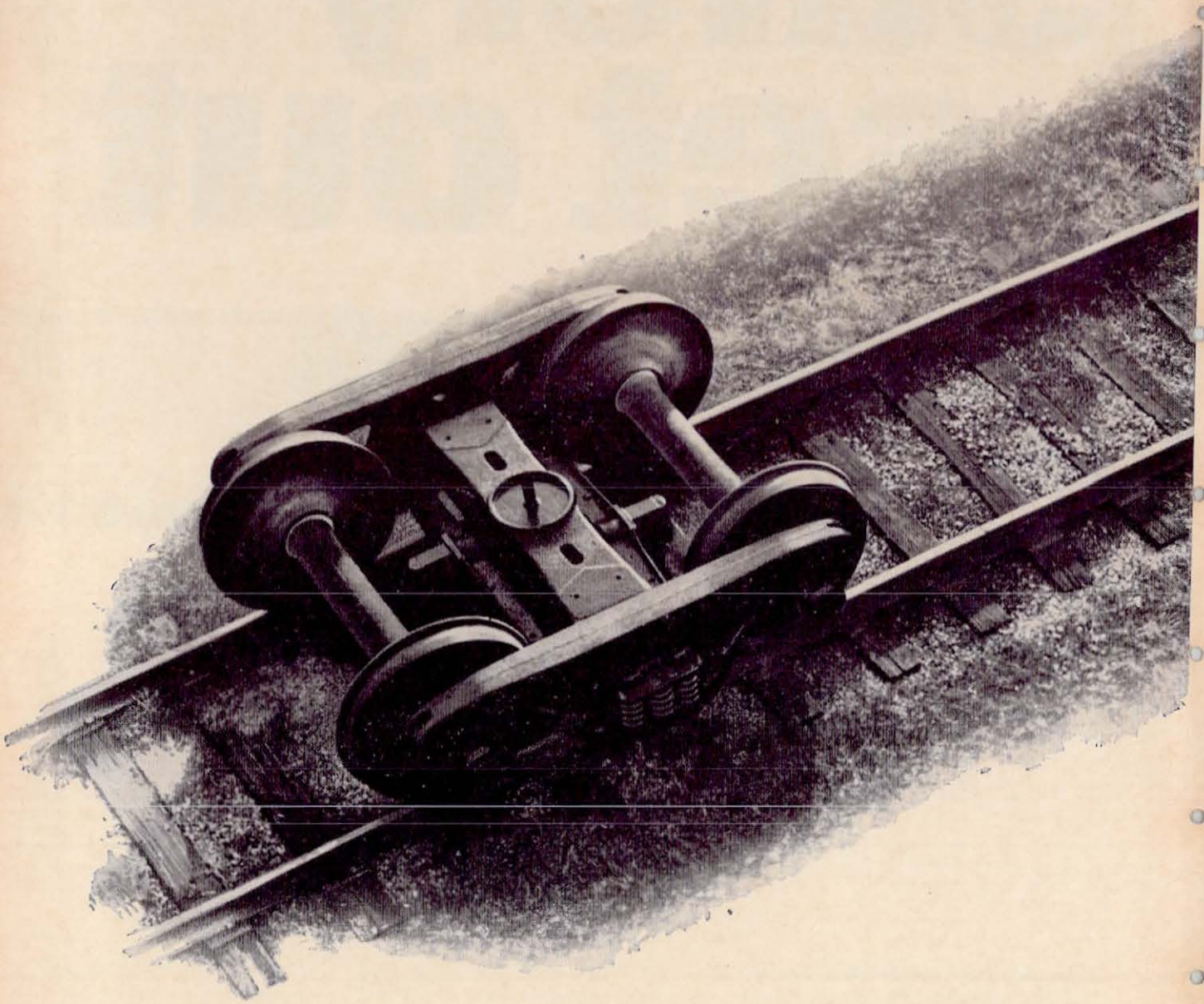

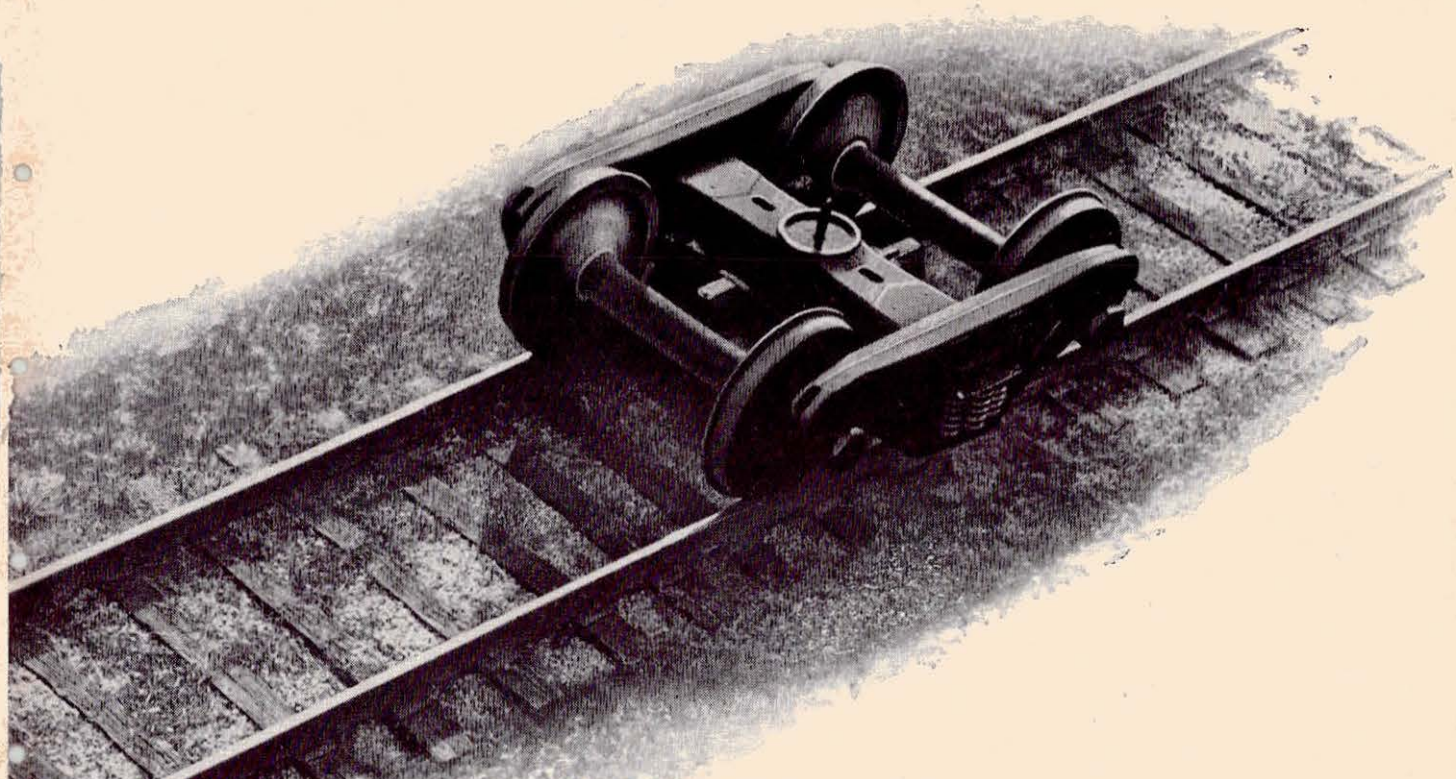

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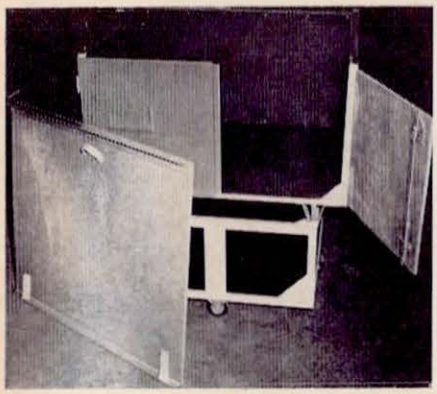

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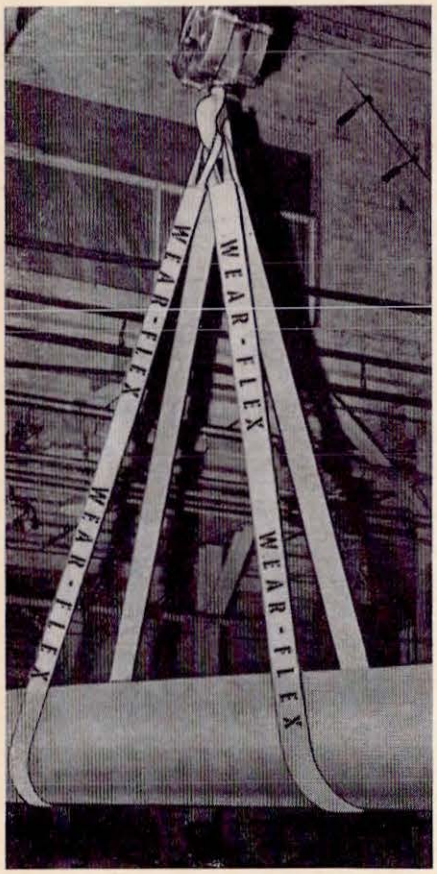

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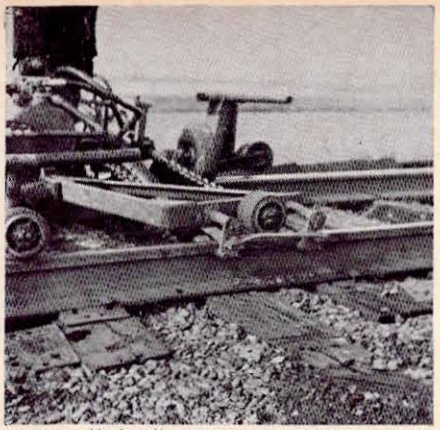
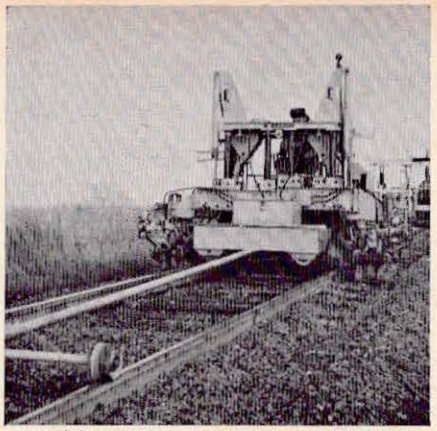


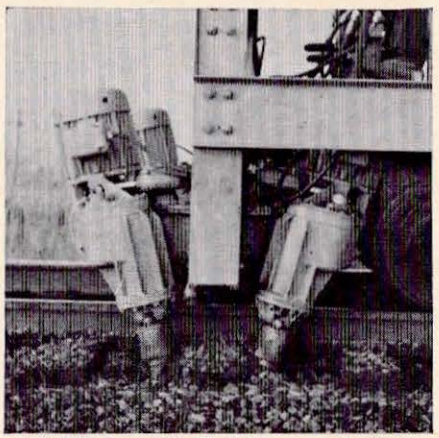
Hydraulic ram removes old tie



Lining track and tamping to hold it

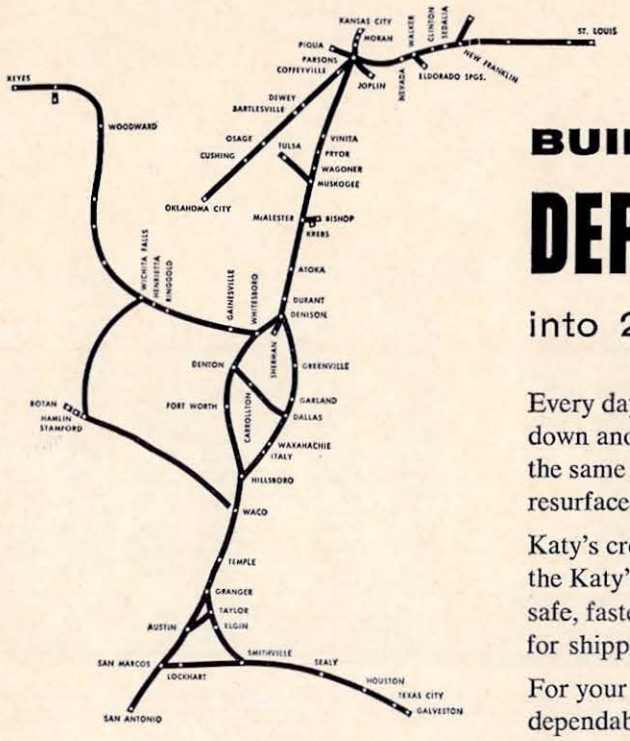
Careful surface-gauge reading to insure smooth track

A perfect bed for the new tie



Solidly tamped ballast for a smooth ride

Constant check on perfect track alignment



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(*Continued from page 40*)

for the total distribution capability that this kind of rather expensive equipment entails—for use during only part of the year? If the equipment had year-around use, in tandem with an exactly contracyclical industry, might you not have a valid commercial arrangement?

A. There are possibilities for that already. We've looked at several. At the moment there is litle incentive for us to try to develop this kind of utilization, particularly where the two movements might overlap. There are even possibilities involving grain in one direction and another bulk commodity in the other direction. But within the present framework of freight rates and mileage payments and so on we have concluded that, at least at this moment, with the delay involved, it just isn't worth the delay time for us to go out and use our equipment to get a backhaul.

There are possibilities wherever there are bulk commodities. But you have to have incentive to cause you to accept the delay in getting your car back for another load of grain, and cleaning costs where applicable.

Nevertheless, these are very real and very substantial possibilities. The money involved is enormous. We are always looking for ways to develop such possibilities. It is a pretty slow process. Extremely complex equations must be worked out between shippers, the railroads and the Commission in developing such possibilities.

Q. How about the recent innovations in grain rate structure that have been installed by New York Central, the Southern and other carriers? Do you foresee more of this kind of activity in other sections of the country?

A. I guess that I have to say that I do foresee changes but perhaps not of the same type. There are many, many possible variations of what Southern did and there are many, many variations of what New York Central did. There probably will be refinements of their concepts in other territories.

Actually, I think there will be further refinements in the territories where they are already in effect. I don't think that these rates should or will remain static. Grain rates did stand still for a long, long time. I don't, however, expect that they are going to go flip-flopping back and forth. Once a railroad finds something that it is happy with, with profits that satisfy it, the carrier is probably going to stick with that as long as competition will allow. So we may not see abrupt changes. There have already been refinements on the Big John scale in the Southeast since that rate was established in May of '63. Such changes, I think, will continue.

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Q. As you mentioned, the grain rate structure had been steady a long while. Did modification and improvement really come mainly from the cars produced by carrier technology or from market pressure? In the intervening years have there been great shifts in consuming markets?

A. I know a lot of people in grain traffic are going to take issue with this statement: Much of the transition in railroad rate-making the grain industry brought on itself. We had a static rate structure. When a carrier sees that the marketing of grain has changed in such a way that his static structure really no longer fits the requirements of the grain movement, then he is going to make some corrections. Advances in railroad technology provided the means of implementation. Railroad management today is far more perceptive of the changes than they were 15 or 20 years ago. But, their reactions to those changes are often too broad and too sweeping.

Q. Carrier marketing departments are giving them some idea of where their real markets are?

A. Yes, but sometimes those same marketing departments prompt speeches by railroad executives about relocating some aspects of the grain industry that cannot be justified. I think that again we're wading into broad generalities that we have to be careful of. I summed this up once by saying that we are a market-oriented company with a transportation department, and railroads are transportation companies with marketing departments.

I don't know what the answer is. I do think that railroad managements, whether they have marketing departments or not, are still willing to be objective in considering the needs of the grain trade or any other industry. What they insist on now that they didn't insist on in the past is that we, too, be objective in our analysis of our problems as well. Given that climate, I think there are endless opportunities to find middle ground, where both of us can survive with minimum disruption and, presumably, the best profit potential for both industries. We have never really achieved this kind of objectivity before.

We in the grain business like to think we know what our customers' marketing problems are. I think this should apply equally to railroads. If they learn what our problems are, what makes things move, and why they move, everyone should benefit.

Q. Are railroads displaying more interest in your problems and your marketing requirements than they did five or 10 years ago?

A. Yes, they are. I can't really blame them too much for the way they're going about it. As an industry we haven't welcomed railroad marketing departments with open, objective arms. Every grain man has a different opinion about the same subject. We seldom reach unanimous conclusions. In many cases decisions are based on the transportation aspects of a problem rather than on total distribution cost. I have seen rate reductions that caused total distribution costs to go up. It really doesn't help to get a reduction under those circumstances. ■

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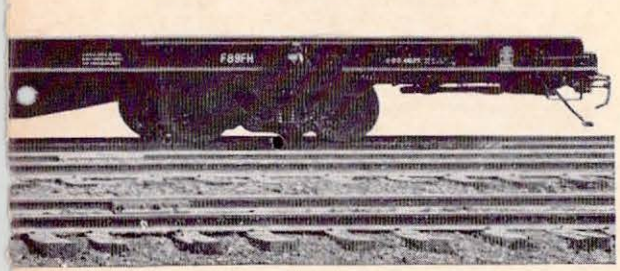

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WATCHING **WASHINGTON** WITH WALTER TAFT

TAFT

ICC CHAIRMAN GIVES SOME VIEWS—In a recent talk before a group of truckers in Palm Springs, Calif., ICC Chairman John W. Bush spoke out on some important transportation matters facing the nation. Among them: the proposed bill to create a new Department of Transportation; the possibility of consolidating all transportation regulatory agencies; regulation vs deregulation; and integrating transportation systems.

On the Transportation Department bill: "Administration spokesmen have indicated that the economic regulatory functions of the ICC would not be included in the department. I am confident that the Commission will be in agreement that certain of our functions which do not fall directly into the category of economic regulation may well belong in the new department if one becomes a reality. We will undoubtedly be called to testify before the Congressional committees holding hearings on the bill." He said the Commission suports the objectives of the proposed bill and approves the portions which have any effect on their operations.

CONSOLIDATING TRANSPORT AGENCIES—Any move to bring together the various transportation regulation agencies faces a tough battle, the ICC chairman believes. "I doubt that such a bill will be developed that the whole transportation industry can support—and/or the Congress enact." In the matter of regulation vs deregulation, he said he didn't believe that the amount of regulation that exists is the real problem, but rather the "Rube Goldberg construction of our regulatory act as it has been built up over the almost 80 years of its existence—with the resulting cumbersome shackles and sometimes awkward administrative procedures it has either imposed, or at least encouraged or permitted."

AN INTEGRATED TRANSPORTATION SYSTEM?—"When I hold in one hand," said Bush, "the proposition of an integrated transportation system (which, as a matter of practical interpretation, may mean intermodal services provided by single companies rather than just intermodal coordination)—and hold in the other hand the cry of greater freedom of competition in the transportation industry (which means by practical interpretation a balanced system of intermodal competition as well as intramodal competition), I just can't force the two hands to come together into one focal point. To me, a fully integrated transportation system really means common ownership. Common ownership looks good on paper—but maybe—only on paper. On balance, the good I can see in the long-range picture of common ownership may be more than offset by the dangers I see. Both intramodal and intermodal competition, regulated but not over-regulated, are healthy."

EVENING THE SCORE—Bush spoke before the board of governors of the Regular Common Carrier Conference of the American Trucking Associations. He left a frigid Washington to travel to Palm Springs. "I was more pleased than I can tell you to be invited to address your meeting this year," Bush told the truckers, adding: "If you think it is because you picked such a delightful spot to meet, I would have to honestly admit that that accounts at least a little bit for the opening statement." He went on to explain that the first speaking invitation he ever received as a commissioner came from that same group. "It was at the Statler Hotel—just around the corner, so to speak, from our office. Therefore, in addition to doing me the honor of giving me the invitation for a return engagement with my first hosts, you have also beautifully evened up the score—location-wise."

(Mr. Taft is on vacation. During his absence, this column is being written by other members of the staff.)

(Continued from page 54)

of government would merely result in a greater concentration of power, and the introduction of politicians into transportation regulation."

Hanson appears to feel, too, that a new department would give no real consideration to the needs of smaller towns and smaller shippers. Somewhat the same point is made by E. F. Mundy, vice president, Nabisco, New York: "Transportation is a mutual enterprise for profit. Shippers are just as important as carriers. I doubt that a secretary for transportation would 'hear' the very important shippers' side."

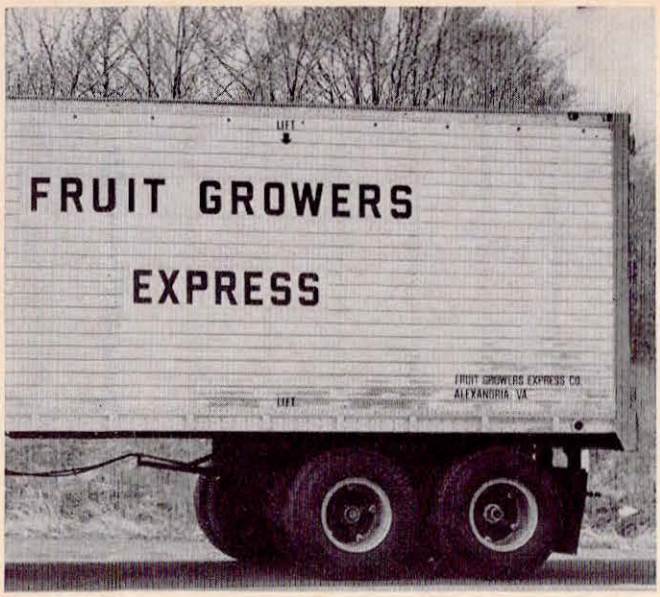
- **'Utopian'?** "The basic ills of our transport system," says Southworth Lancaster, transportation consultant, Cambridge, Mass., "are inequality of treatment of the several modes. The prime job of a Cabinet-level department should be the enforcement of equal treatment. There is no sense in creating a new body on any other basis. This is too utopian for consideration in these times."

At least two respondents point out the possibility of intermediate steps. Functions of research, coordination and promotion "could best be sampled by a special commission," suggests F. E. Juranek, GTM, Clark Equipment Co., Battle Creek, Mich. "The experience and effectiveness of such a body would soon determine the advisability of permanent establishment of a federal department of transportation." Dyer, quoted above, thinks "an independent agency over all forms of transportation, exercising delegated duties of the legislative arm, would be more suitable" than a new department.

- **Undecided.** As stated at the outset, several Poll respondents say frankly that they want more information on the proposed department before either supporting or opposing its creation.

As an example, D. L. Koerber, executive secretary, Coal Traffic Bureau, Pittsburgh, "strongly supports coordination of traffic management and promotional functions of the various federal agencies. But I am not yet convinced of the necessity to add another layer of government to achieve that end. I'll reserve final judgment."

W. K. Cabot, GTM, Johnson & Johnson, New Brunswick, N.J., thinks "far more details are needed before even a qualified yes or no can be given." "The proposal is too far-reaching, and there are many areas which need further critical investigation," agrees W. G. Koplin, TM, Salt Lake, Utah, Hardware Co. "On the surface, it appears this would constitute an overlap of authority and responsibility—lamination, without clearly defining jurisdictional responsibilities." ■



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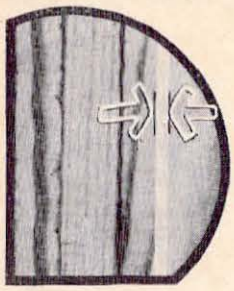

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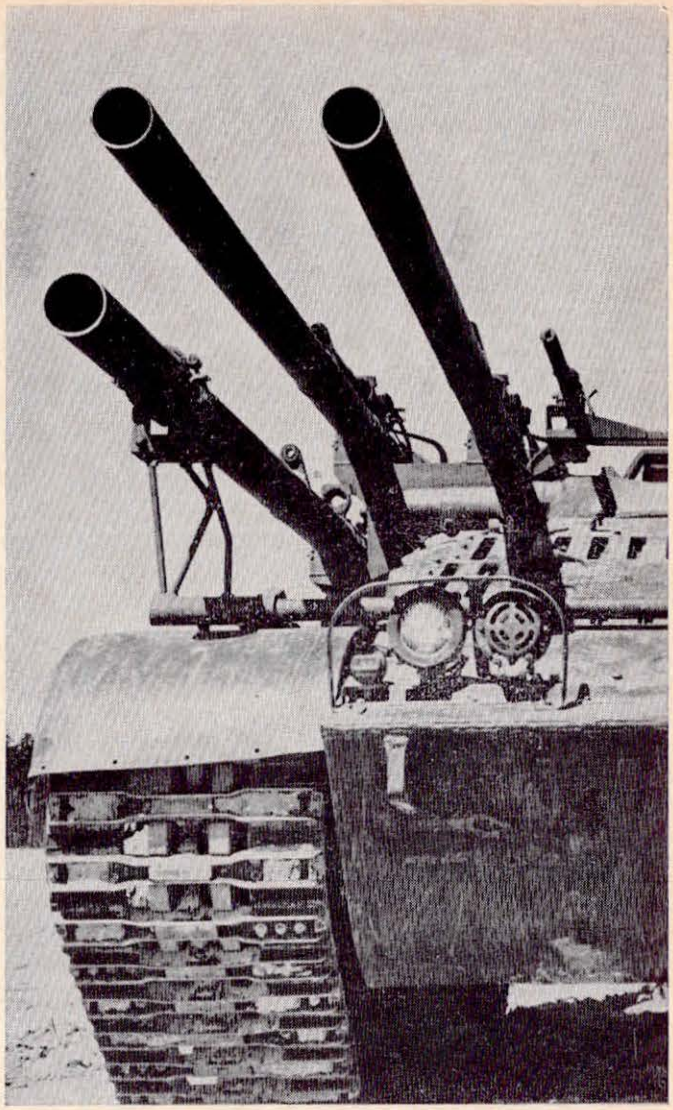

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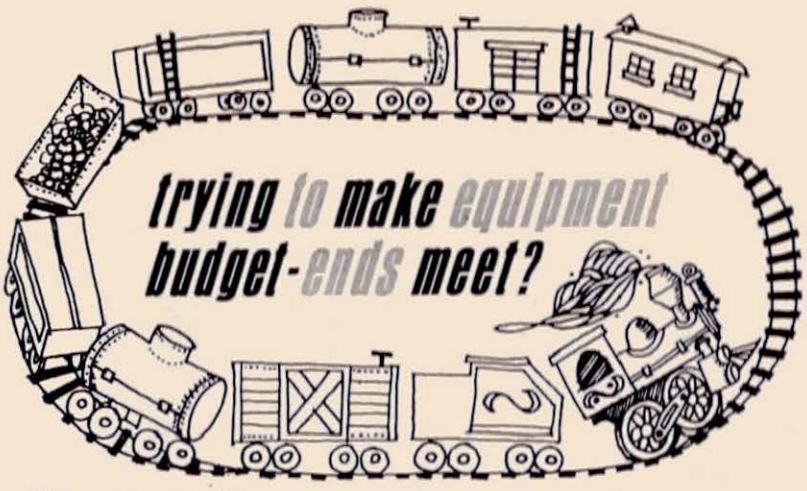

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LETTERS FROM READERS

'A light and a hope'

Cleveland

To the Editor:

The editorial salute to Jim Lyne, in the Railway Age of January 24, was truly outstanding, distinguished by the same simplicity that typified Jim in his life and work. The thanks of his many admirers must go to you and his colleagues for sharing this fine tribute with us.

Jim's words are indeed his monument. His pertinent and profound observations provided a light and a hope in railroading's darkest hours, and now will serve evermore as a beacon to help guide the industry's further proggress.

Of the countless expressions by others on mergers, none captured the real significance as completely as he in this one sentence: "Mergers are not for shrinkage, any more than the purpose of trimming a fruit tree is to reduce the yield of fruit."

Few warriors in railroading's behalf contributed so much, for so long, and left such a rich bounty. While we grieve his loss, his life among us always will be cherished.

Walter J. Tuohy
Chief Executive Officer
Chesapeake & Ohio

'Great sorrow'

Buenos Aires

To the Editor:

I received with great sorrow the news of the death of my friend James Lyne. I extend to you and to the entire staff of Railway Age my condolences.

Joaquin Nuñez Brian
Permanent Secretary
Pan-American Railway Congress Association

'Deeply touched'

New York

To the Editor:

I was deeply touched to learn of the passing of your editor and chairman, Mr. James Lyne.

He was a true friend of the European railways—the French National Railroads in particular—and his loss will be mourned by our entire organization.

Jacques Bucher
General Manager for North America
French National Railroads

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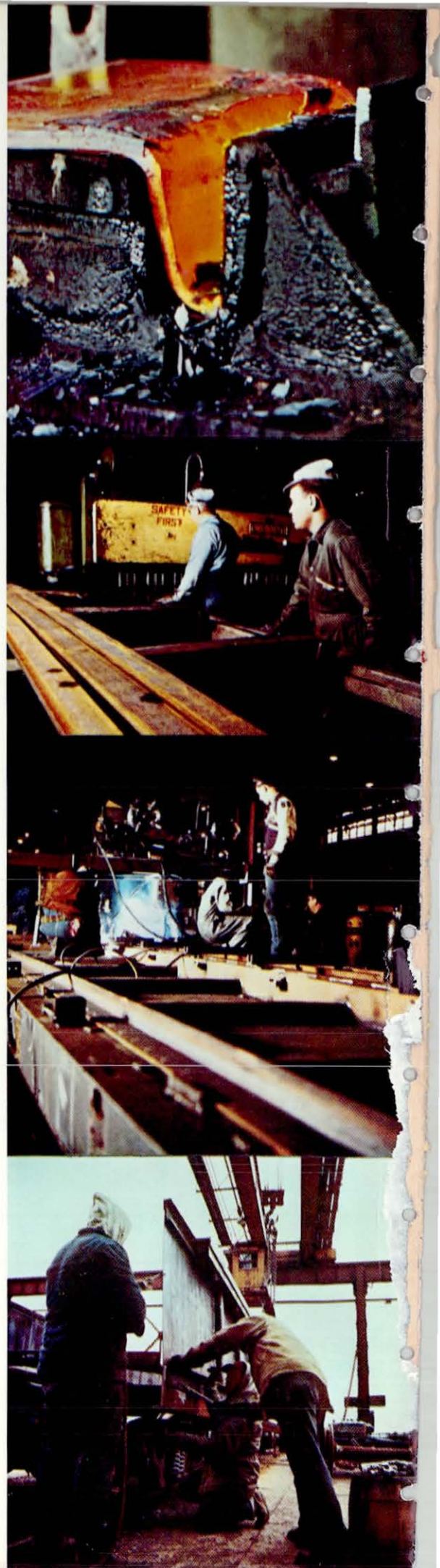

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PEOPLE

ALASKA TRAINSHIP CORP.—Has appointed the Alaska Steamship Co. as its traffic and sales representative. **J. V. Hart,** traffic manager, Alaska Trainship, appointed Alaska Railbelt regional manager of Alaska Steamship Co., with headquarters in the Anchorage Westward Hotel. Mr. Hart will be in charge of the over-all representation of both companies.

ASSOCIATION OF AMERICAN RAILROADS.—**John F. Forrester,** car service agent, appointed to the newly created post of assistant district manager, Car Service Division, New York. Mr. Forrester has been secretary, Atlantic States Shippers Advisory Board for the past ten years and has been succeeded in that position by **Thomas H. Myers,** administrative assistant to district manager, Car Service Division, New York.

BURLINGTON.—**W. R. Allen** appointed assistant to the president, Chicago. He was formerly assistant to the president, **Frisco,** St. Louis.

CANADIAN PACIFIC.—**George H. Baillie,** managing director, Europe, elected a vice president at Montreal. **Frank E. Wolff,** manager, Department of Industrial & Agricultural Development, Montreal, succeeds Mr. Baillie, with the title of European general manager, London, England.

T. Hall, assistant superintendent, Regina, Sask., promoted to superintendent there.

CANTON.—**Dwight W. Davis,** chief engineer, Baltimore, elected vice president. **John W. Swinehart,** assistant secretary and assistant treasurer, elected treasurer. **Kenneth H. Kitchen,** assistant treasurer, also elected assistant secretary.

CENTRAL OF GEORGIA.—**L. J. Hamilton,** general agent, New York, promoted to eastern traffic agent there, succeeding **Joseph A. Dowling,** who retired Feb. 1 after 43 years of service. **B. R. Pollock** succeeds Mr. Hamilton as general agent.

CHESAPEAKE & OHIO—BALTIMORE & OHIO.—**Kenneth H. Ekin** elected vice president—law, remaining at Baltimore (former general counsel, B&O); **Hewitt Biaett** elected vice president—coal (former vice president—coal, B&O); **William J. Eck** elected vice president—purchases and materials, management, remaining at Baltimore (former assistant vice president—purchases and stores, C&O-B&O); and **Willam R. Althans** named general counsel, remaining at Cleveland (former general counsel, C&O).

Leroy Hurt and **O. C. Sherman** appointed assistant comptrollers, C&O—B&O, with headquarters remaining at Baltimore and Cleveland, respectively. Mr. Hurt formerly held a similar position on the B&O and Mr. Sherman on the C&O.

Strother Hynes, general solicitor, Richmond, retired Dec. 31.

R. J. McGee appointed assistant manager costs and budgets—transportation.

M. A. Clarke, A. O. Abicht, H. M. Crenshaw and **E. A. Randlette** appointed superintendents of costs—transportation of the Northern, Central, Western and Southern Regions, respectively. **R H. Pentz, H. L. Arbenz, J. M. Scrafford** and **R. E. Vander Klipp** appointed assistant superintendents of costs.

CHICAGO & NORTH WESTERN.—**Raymond J. MacCarthy,** assistant traffic manager, Green Bay, Wis., named traffic manager-Green Bay Region. **H. J. Brugenhemke,** assistant freight traffic manager, appointed traffic manager-

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Plains Region, with headquarters remaining at Chicago. **Charles D. McGehee,** assistant traffic manager, Chicago, named traffic manager-Midwest Region there. **Edward E. Harney,** general freight agent, Minneapolis, becomes assistant traffic manager, Chicago. Mr. Harney's successor is **John D. Boyles,** division freight agent, Cedar Rapids, Iowa, who in turn is replaced by **E. H. Jeffries,** district sales representative, Ft. Dodge, Iowa. **William E. Cook,** division freight agent, Omaha, named general freight agent there. **Luke V. Pollard,** district sales agent, Yakima, Wash., appointed general agent, Buffalo, N.Y.

Peter R. Carney named industrial development agent, Minneapolis.

J. R. Brennan, executive assistant, elected to the newly created position of vice president-public affairs. **Norbert E. Kraegel,** comptroller, elected to the newly created position of vice president and comptroller. He will be responsible for the road's accounting and data processing departments. **Larry S. Provo,** vice president-finance, who was formerly responsible for those functions, will devote full time to financial planning, taxation and treasury functions.

ERIE LACKAWANNA.—Charles H. Zimmerman, superintendent, Susquehanna division, Hornell, N.Y., promoted to assistant director of labor relations, Cleveland, Ohio. **John R. Canfield,** assistant superintendent, Hoboken, N.J., succeeds Mr. Zimmerman at Hornell.

H. B. McHale, marine storekeeper, Jersey City, N.J., appointed division storekeeper, Scranton, Pa., and is succeeded by **E. F. Keenan.**

GULF, MOBILE & OHIO.—Eugene B. Kelly, assistant general freight traffic manager, Mobile, Ala., appointed assistant to vice president there.

INTERSTATE COMMERCE COMMISSION. — William K. Byrd, assistant chief, Section of Explosives and Other Dangerous Articles, Bureau of Operations & Compliance, ICC, has been appointed chief of that section, succeeding **Victor E. Haninger,** who retired Dec. 30, 1965.

ILLINOIS CENTRAL.—William R. Sims named senior assistant auditor of revenues.

ILLINOIS CENTRAL INDUSTRIES.—William B. Johnson, president, REA Express, elected president and chief executive officer, Illinois Central Industries, parent company of the Illinois Central (RA, Feb. 7, p. 12). **Wayne A. Johnston,** president and chairman, executive committee, named chairman of the board.

KANSAS CITY SOUTHERN.—James T. Jarratt, dining car superintendent, Kansas City, Mo., promoted to assistant general passenger agent, Shreveport, La. **Dale E. Olson** succeeds Mr. Jarratt.

William L. Hill, assistant freight traffic manager, San Francisco, advanced to assistant to vice president-traffic, Kansas City, Mo. **H. Wayne Davis** succeeds Mr. Hill. **John**

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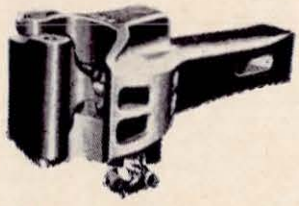

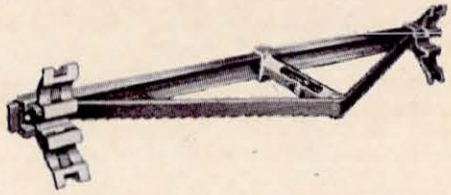

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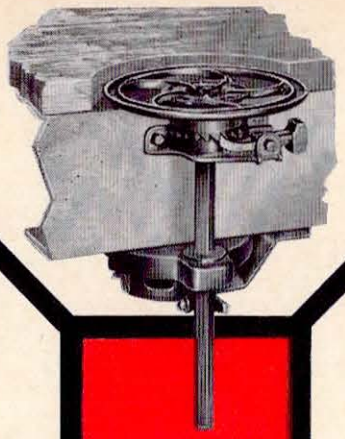

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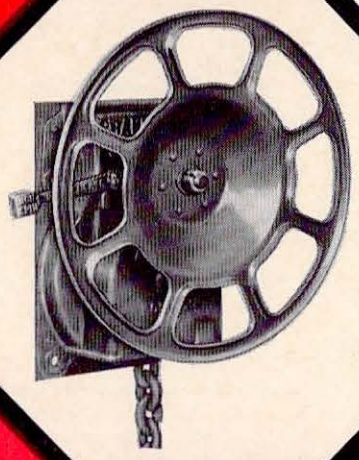

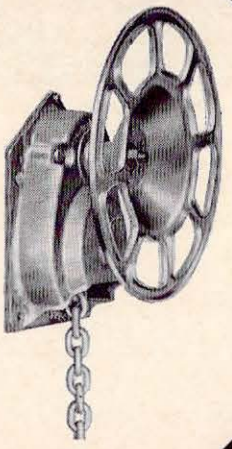

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HAND BRAKE
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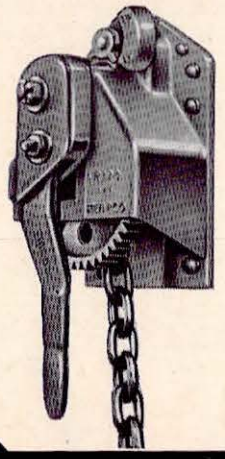
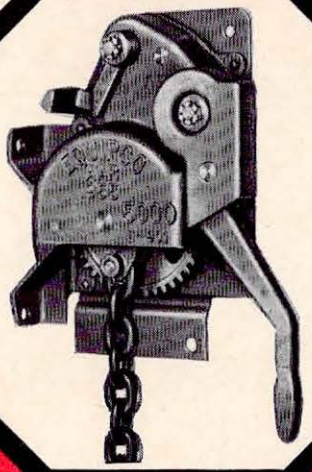
☐ With quick release non-spin lever and non-spin 2-way wheel

LEVER-TYPE HAND BRAKE
Equipco A.A.R. No. 3700-B
(Drawing No. 30023)
☐ For Piggy-back Cars and Drop-End Gondolas



NEW! THIN-PROFILE
LEVER-TYPE HAND BRAKE
Equipco A.A.R. No. 5000
(Drawing No. 30042)
☐ Special design (4½" deep) for Piggy-back-type Cars



Now there are 5 reasons to rely on Equipco for hand brakes

You see the reasons above. Five different hand brake types... each A.A.R. certified... each Equipco-engineered to assure the utmost in safety, reliability and ease of use. With the addition of our new Thin-Profile Lever-type design (see above), the hand brake coverage now offered by Equipco is totally unsurpassed. Why not play it safe. On your next order, check *first* with Equipco... the industry's hand brake headquarters.

Send today for illustrated data on today's Equipco line of hand brakes and accessories. Or send your blueprints for detailed recommendations.

Equipco Hand Brake Accessories

☐ No. 390: Pressed Steel Wheel
☐ No. 740-12: A.A.R.-63 Bell Crank
☐ No. 619: A.A.R.-55 Bell Crank
☐ No. 680: Sheave Wheel. 8" P.D.

Equipco

HAND BRAKE DIVISION

UNARCO INDUSTRIES Inc.

Circle 38 on reader service card

William J. Taylor
REA Express

Fred A. Tegeler
WP

H. Brooks and **Leon J. Roy** named general agents, Atlanta, Ga., and San Francisco, respectively.

LOUISVILLE & NASHVILLE.—Douglas McKellar, director of sales, named to the newly established position of assistant vice president, sales, Louisville. **Milton J. Eckhoff,** district passenger agent, Chattanooga, Tenn., transferred to Cincinnati, to succeed the late **Otto Ehringer.**

Walter M. Harney, Jr., assistant engineer, Latonia, Ky., appointed industrial representative, Louisville.

H. T. Riley, assistant general storekeeper, named general storekeeper, South Louisville, Ky., to succeed **C. F. Snyder,** who retired Dec. 31 after 45 years' service. Mr. Riley's successor is **B. T. Simon,** general foreman, general stores department.

George J. Miller, Jr., assistant chief supervisor, loss and damage prevention, appointed chief supervisor, Louisville. **Paul L. Aydt,** supervisor, loss and damage prevention, succeeds Mr. Miller, and in turn is replaced by **Gene Kincheloe,** supervisor, loss and damage prevention, Nashville. **Melvin B. Holcomb** appointed to succeed Mr. Kincheloe. **M. F. Wallace** becomes supervisor, loss and damage prevention, Chattanooga.

MAINE CENTRAL.—Roy E. Baker, vice president—purchases, stores and mechanical, Portland, Me., became vice president—special projects on Feb. 21. **Richard F. Dole,** mechanical engineer, named chief mechanical officer. **Kenneth W. Phillips,** purchasing agent, appointed manager of purchases and stores, with responsibility to Vice President **Sumner S. Clark. Stewart P. Park, Jr.,** assistant superintendent, Waterville Shops, appointed mechanical engineer. **Donald K. Russell,** Waterville machine shop foreman, named assistant superintendent, Waterville Shops. **Earl R. Russell,** assistant purchasing agent, promoted to purchasing agent. **Lawrence D. Smyth,** chief clerk, named assistant to the purchasing agent and has been succeeded by **Raymond H. Pullen.**

Laurence W. Sparrow, mechanical inspector of locomotives and cars, appointed to the new position of safety supervisor to function in all departments and operations of the road. **James P. Coffin,** mechanical department draftsman, succeeds Mr. Sparrow.

MILWAUKEE.—Stewart P. Elmslie, assistant traffic manager, Minneapolis, named assistant traffic manager-grain sales, Chicago. **W. Edward Cartwright,** foreign freight agent, Chicago, appointed assistant general foreign freight agent there.

R. L. Hicks, chief rules examiner, named superintendent of operating rules and special instructions, Milwaukee, Wis. Title of chief rules examiner abolished.

MILWAUKEE MOTOR TRANSPORTATION CO.—Donald J. Miller appointed assistant manager-piggyback services, Chicago.

NEW HAVEN.—George A. Clarke, general mechanical superintendent, New Haven, Conn., appointed assistant vice president—mechanical.

NEW YORK CENTRAL.—E. H. Wright appointed chief mechanical superintendent—car, New York, succeeding **F. A. Danahy,** who replaces Mr. Wright as chief mechanical superintendent—locomotive.

Wally J. Maslowski, district foreign freight salesman, New York, appointed district freight sales manager for Pennsylvania, Delaware and New Jersey, at Philadelphia, Pa.

William J. Rolinitis, staff personnel assistant New York, appointed district personnel and procedures assistant there.

PENNSYLVANIA.—V. J. Floyd, acting general manager, industrial development, Philadelphia, appointed general manager, industrial development.

REA EXPRESS.—William J. Taylor, executive vice president and general counsel, elected president and chief executive officer (RA, Feb. 21, p. 7). Mr. Taylor will succeed **William B. Johnson,** named president and chief executive officer, **Illinois Central Industries.**

SANTA FE.—R. E. Jones appointed safety supervisor, Clovis, N.M.

WESTERN PACIFIC.—Fred A. Tegeler, assistant vice president-finance and treasurer, elected vice president-finance, to succeed **Roy E. Larson,** retired (RA, Feb. 7, p. 35).

(Supply Trade on page 78)

STUCKI
side bearings

Proven dependability
after **MILLIONS** of miles
of service on **THOUSANDS**
of high speed piggyback cars

A. STUCKI CO.
OLIVER BUILDING, PITTSBURGH 22, PA.

Circle 39 on reader service card

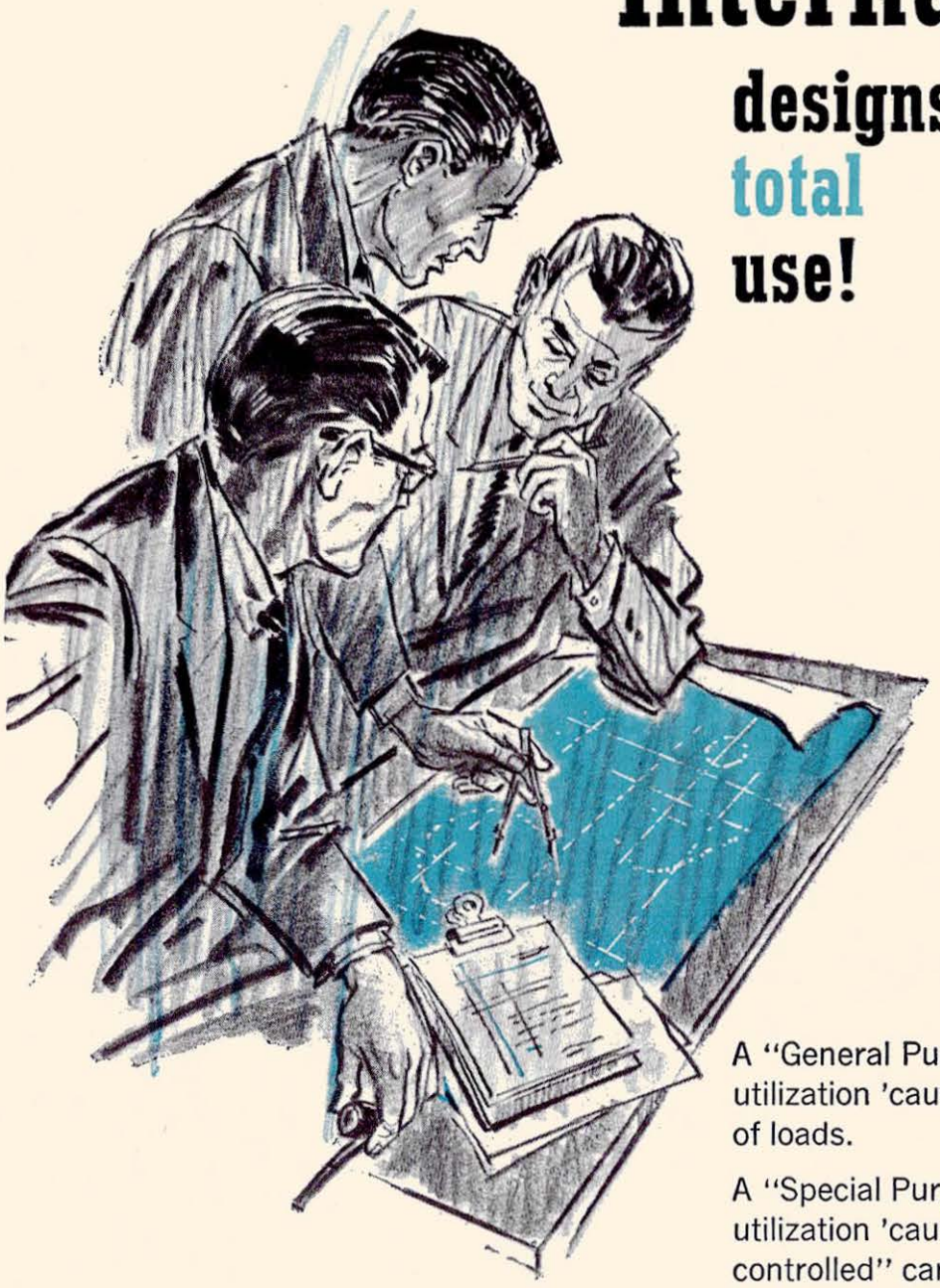
equal means equal

No more, no less – just equal.
That's the way the handicapped want to be considered for jobs – on an equal footing with others. No special favors, no special roadblocks. Just equal.
Hire the handicapped. It's good business.

THE PRESIDENT'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED

International

designs to total use!



A "General Purpose" car gets more **carrier** utilization 'cause it can handle more **kinds** of loads.

A "Special Purpose" car gets full **shipper** utilization 'cause it's usually an "assigned-controlled" car.

International Steel designs components which satisfy the needs of both—as close to **"total** utilization" as one car can get!

And **"Maximum Revenue"** from a car depends upon maximum utilization which depends upon **total component** adaptation to **any** utilization.

*"still **10** years ahead in functional design"*

International Steel Co. RAILROAD DIVISION
EVANSVILLE, INDIANA 47707

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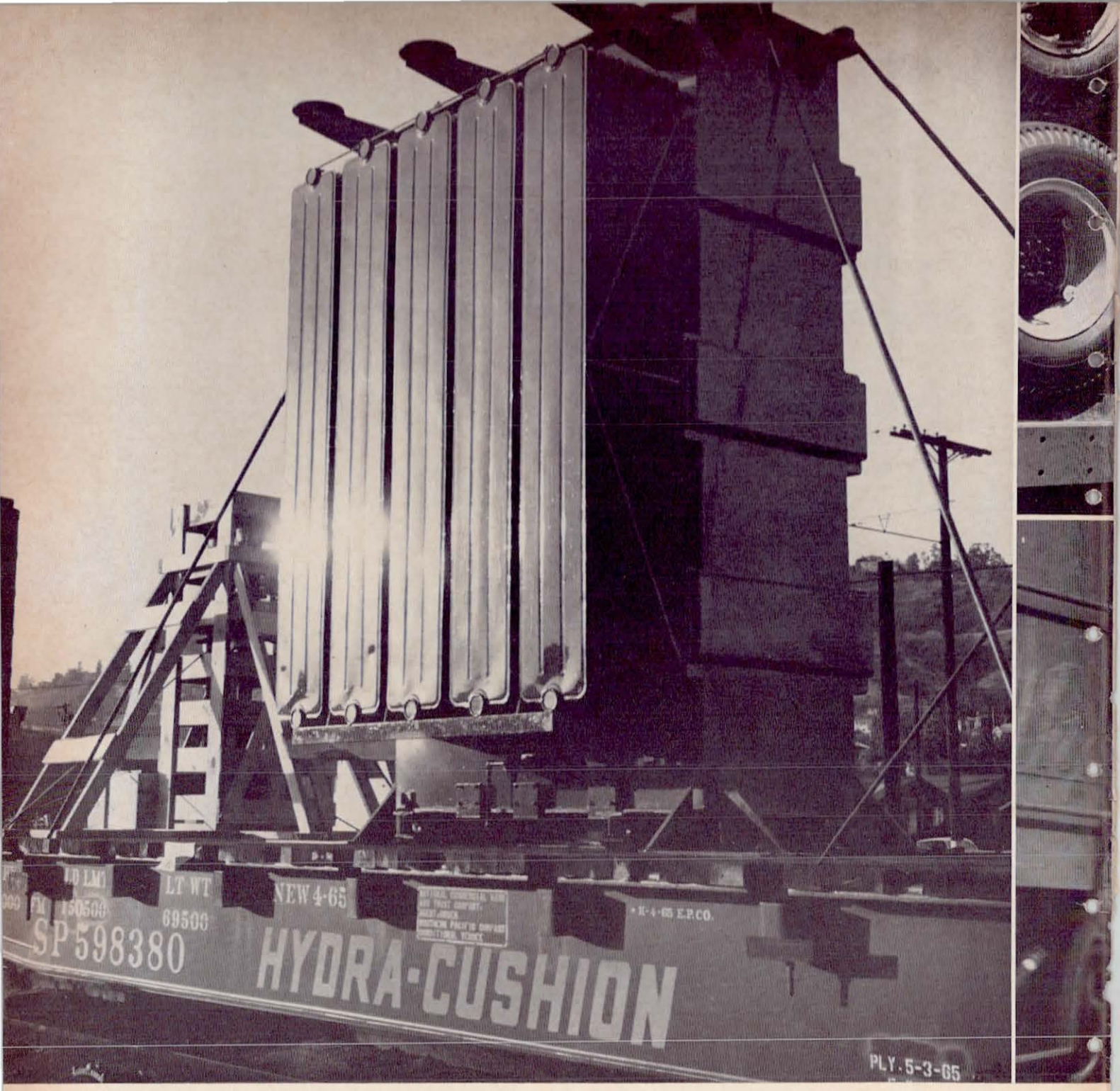

Almost any lading and car need this extra margin of cushioning safety.

No other cushioner has it. Hydra-Cushion builds it in!

The Hydra-Cushion Underframe does not depend solely on hydraulics. It combines hydraulic with mechanical cushioning action.

This combination gives car and lading an extra margin of cushioning safety not obtained with other modern underframes. This safety margin derives from the unique design of the Hydra-Cushion Underframe: its mechanical components *alone* cushion a fully

HC® HYDRA-CUSHION®

loaded 100-ton car against impacts up to 6 MPH! And it does not depend solely on mechanical action —its hydraulic unit combined with its mechanical assembly absorb the full range of impacts normally encountered in modern freight car handling.

Shippers who use Hydra-Cushion equipped cars know their lading gets an extra margin of cushioning safety. Railroads know their investment's protected to the fullest.

UNIQUE CONVERSION FEATURE

When you want to convert 100-ton cars with 70-ton trucks to 100-ton cars with 100-ton trucks, the only conversion necessary in your Hydra-Cushion Underframes is simple replacement of a metering pin costing less than 10 dollars! The Hydra-Cushion Underframe is the only cushioning device that offers this unique feature.

UNDERFRAMES

HYDRA-CUSHION INC.

13101 Eckles Road
Plymouth, Mich. 48170

332 So. Michigan Ave.
Chicago, Illinois 60604

Canadian Representative: International Equipment Co. Ltd., Montreal

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C. E. Stipancic
US&S

John S. Giles, Jr.
Luria Bros.

Supply Trade

C. E. Stipancic has been appointed headquarters sales engineer, Railway Marketing Section, **Union Switch & Signal Division, Westinghouse Air Brake Co.**, Pittsburgh, Pa. He has ten years of experience with US&S and Westinghouse Air Brake Divisions. **Linnie K. Hedding**, section engineer, Process Control Section, US&S, has been appointed manager, Project Engineering Department.

John S. Giles, Jr., district manager, **Luria Brothers & Co.**, Reading, Pa., will head the newly formed Railroad Division there. **W. Pohl** and **William E. Kelly** will assist Mr. Giles. The new division will buy or sell usable locomotives, cars and rail; rebuild railroad cars and be responsible for demolition of abandoned railroad lines.

The Scullin Steel Co. Division of Universal Marion Corp. has announced the following appointments: **A. Jerry Schieler**, general sales manager, St. Louis; **Albert J. Buthman**, district sales manager, Chicago; **William A. Schlosser**, district sales manager, St. Louis.

William Page, vice president, **Hyman-Michaels Co.**, retired Feb. 1.

James W. Smith, assistant vice president-sales, **Keystone Railway Equipment Co.**, has been named vice president-sales.

Carl W. Peterson has been elected corporate controller, **Union Tank Car Co.** His successor as Tank Car Division controller is **Richard D. Ringe**, formerly assistant corporate controller.

Wendell E. Anderson, San Francisco; **John W. Coolidge**, New York; **John R. Howells**, St. Paul; and **Joseph M. Johnson**, Chicago, have been promoted from sales representatives to district sales managers, **Griffin Wheel Co.**, Chicago-based operating unit of **AMSTED Industries**.

Michael C. May has been appointed field representative, **New York Air Brake Co.**, St. Louis. **Marion A. Scott** and **Egon E. Holiner** have been named field representatives, Chicago. Mr. Scott was formerly supervisor testing and maintenance of gas turbine locomotives, Union Pacific. Mr. Holiner has been active in the railway supply business for the past 20 years.

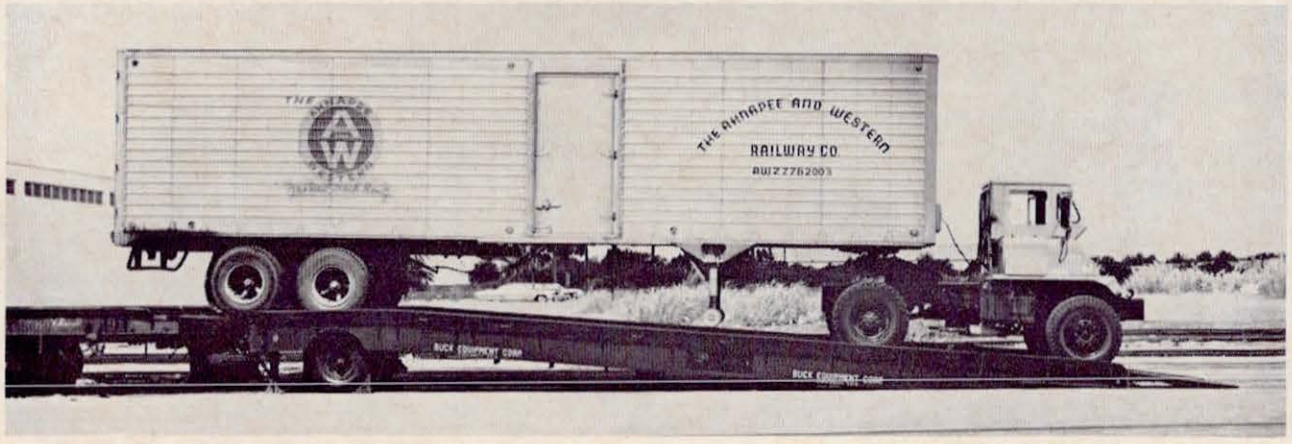
C. W. Wright has been appointed OEM sales manager, Marketing Department, Controls Division, **American-Standard**, Detroit. Mr. Wright was formerly sales representative of pressure controls, temperature controls, gages and thermometers for transportation and general industrial applications in the Chicago area. **Robert G. Ajax**, sales correspondent, named product manager for instrument products, including liquid level, pressure and temperature read-out devices. **R. S. Wickenden**, supervisor of order services, has been named manager of marketing administration.

Industrial Traffic

Westinghouse Air Brake Co. on Feb. 8 announced establishment of a corporate traffic function to serve its 15 manufacturing operations across the country. **Edward M. Roberts** has been appointed to the new position of WABCO general traffic manager, reporting to **R. E. Moritz**, director—materials. Mr. Roberts will retain his responsibilities as manager, Traffic Department, Westinghouse Air Brake Division, and will be located in Wilmerding, Pa., with his new staff.

Daniel T. Warner Jr., has been appointed manager of transportation services, **American Steel Foundries**, Chicago-based operating unit of AMSTED Industries. He was formerly central region traffic manager, Universal Atlas Cement, division of United States Steel Corp.

Scott Paper Co. has reorganized its Traffic and Distribution Division and made the following appointments: **James F. Morse**, director of transportation (a new position); **Charles T. Hill**, manager of transportation services; **Glenn W. McGrew**, manager—transportation research; **Edwin W. Meyer**, manager of distribution; **Grove C. Carnahan**, manager of distribution administration; **George L. Dahm**, manager of distribution operations;



Buck Portable Ramp in loading position. Below, on the road to wherever you need it.

NOW BUCK OFFERS FIVE STANDARD PIGGYBACK RAMPS

Buck has a trailer loading ramp for your express needs: Ramps for fixed loading. Ramps with lateral rail for servicing several tracks. Portable, pneumatic tire ramps with either hydraulic or mechanical fifth wheel tractor hook-up. Mechanical kingpin hitch raised and lowered by tractor. Handle trailers to 100,000 lbs. capacity, including low clearance super cargo types. Call Buck for all your auto or trailer loading requirements. First name in quality ramps for flat car or auto rack loading.

BUCK EQUIPMENT CORPORATION
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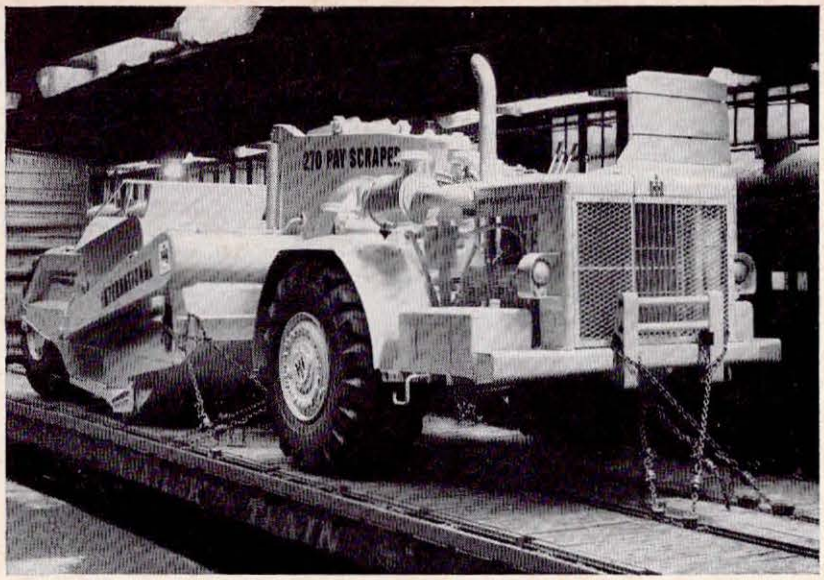


to ship the widest variety of loads safely...

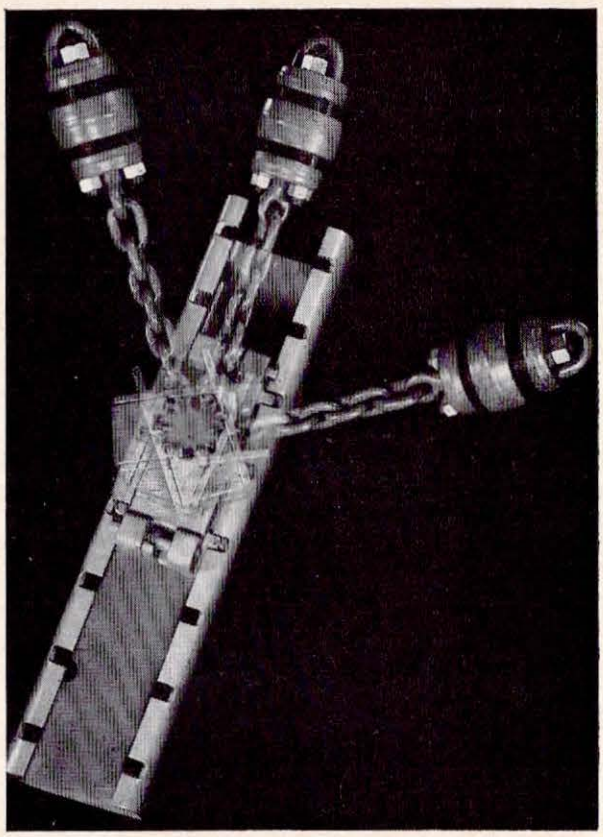
New M-F Load Securement System features 360° swivel-top winch

The new M-F load securement system for agricultural equipment and heavy vehicles was engineered to provide maximum versatility in securement of a wide variety of loads.

The M-F system incorporates four identical channels that run the length of the car. In these channels are placed the revolutionary M-F 360° Retractable Winches. The winch can be positioned and operated at 3″ intervals along the channel or stored in the channel below deck level when not in use. The winches rotate a full 360° so that the tie-down chain is always in a straight line with the winch.

Attached to each chain is an M-F Compression Unit that maintains a taut and resilient chain assembly during transit. Loading and unloading time is dramatically reduced. The F.I.E.I. approved system has gained remarkable acceptance with both railroads and shippers.

There is an M-F Tie-Down system available for every type of load including lumber, wallboard, pipe, automobiles and other products. Write for details.



RAILWAY TIE-DOWN

M F

HEADQUARTERS

MAC LEAN-FOGG LOCK NUT COMPANY

1048 ALLANSON ROAD, MUNDELEIN, ILLINOIS 60060 312/566-0010

IN CANADA: THE HOLDEN COMPANY, LTD., MONTREAL

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CONGRATULATIONS

to

TRAILER TRAIN COMPANY

on their

TENTH ANNIVERSARY

As a supplier of foundation brake gear appliances on T.T.X. cars, we compliment the Trailer Train Company on their rapid growth and wish them continued success.

Schaefer Equipment Company

Koppers Building — Pittsburgh, Pa.

Circle 44 on reader service card

and **George E. Lilley,** distribution traffic manager.

G. E. Lowe, manager of rates, general traffic department, **Kaiser Aluminum & Chemical Corp.,** Oakland, Calif., retired Feb. 1.

Frederick W. Busch has been appointed export traffic manager, **American Hoist & Derrick Co.,** St. Paul. **Richard W. Fitzgerald** has been named assistant general traffic manager.

Oxford Paper Co.'s traffic office in Portland, Me., closed Dec. 31, 1965. **Murdoch Walker,** manager—traffic and distribution; **Harry E. Roethe,** assistant traffic manager—rates and services, and **Eugene F. X. Gronboldt,** analyst—rates and services, are now located in New York.

D. A. Chute, assistant general transportation manager, **Armour & Co.,** Chicago, has been named transportation manager.

Donald P. Rennie, acting manager, has been appointed transportation manager, **Chesapeake Corp. of Virginia,** West Point, Va., succeeding the late **Alvah L. Wyatt.**

Robert Walters, assistant traffic manager, western region, **Boise Cascade Corp.,** Portland, Ore., has been appointed assistant to director of traffic, Boise, Idaho. **L. Mack Tanner,** general traffic administrator, Boise, named foreign traffic coordinator, Portland. **William H. Johnson,** administrative assistant, Boise, named transportation services coordinator, Boise. The former eastern region office has been divided into separate central and eastern region traffic offices. **Dave W. Berg,** eastern region assistant traffic manager, named central region traffic manager, Minneapolis. **Charles G. Wise,** eastern region traffic manager, continues in that capacity, Minneapolis. Other appointments: **William Jones,** assistant traffic manager, western region, Portland; **Richard Gruidl,** assistant traffic manager—rates and analysis and **Ed Tauge,** assistant traffic manager—operations, both central region, Minneapolis; and **J. R. Thompson,** assistant traffic manager, eastern region, Minneapolis.

James N. Zarvos, assistant to vice president—traffic, **Continental Grain Co.,** New York, has been named division traffic manager, Mid-South Division, St. Louis. **Robert J. McCloy** who has been working in the office of the vice president—traffic, New York, has been appointed division traffic manager, North-East Division, Toledo. **J. B. Elliott,** assistant traffic manager, Fort Worth, transferred to New York.

William E. Harvey has been named general manager, transportation department, **Swift & Co.,** Chicago.

J. Lee Smith has been appointed general traffic manager, **National Gypsum Co.,** Buffalo, reporting to the director of transportation. **Leonard F. Froustet** replaces Mr. Smith as traffic manager—service.

OBITUARY

Alexander W. Arnett, 71, retired passenger traffic manager, **Frisco,** died Feb. 6 at Corpus Christi, Tex.

Allan L. Prentice, 72, who retired in April 1958 as vice president—purchases, **New York Central,** died Feb. 10, in Ashtabula, Ohio.

H. Norton Sudduth, 60, chief engineer, railway and pneumatic equipment, **New York Air Brake Co.,** Watertown, N.Y., died Jan. 14.

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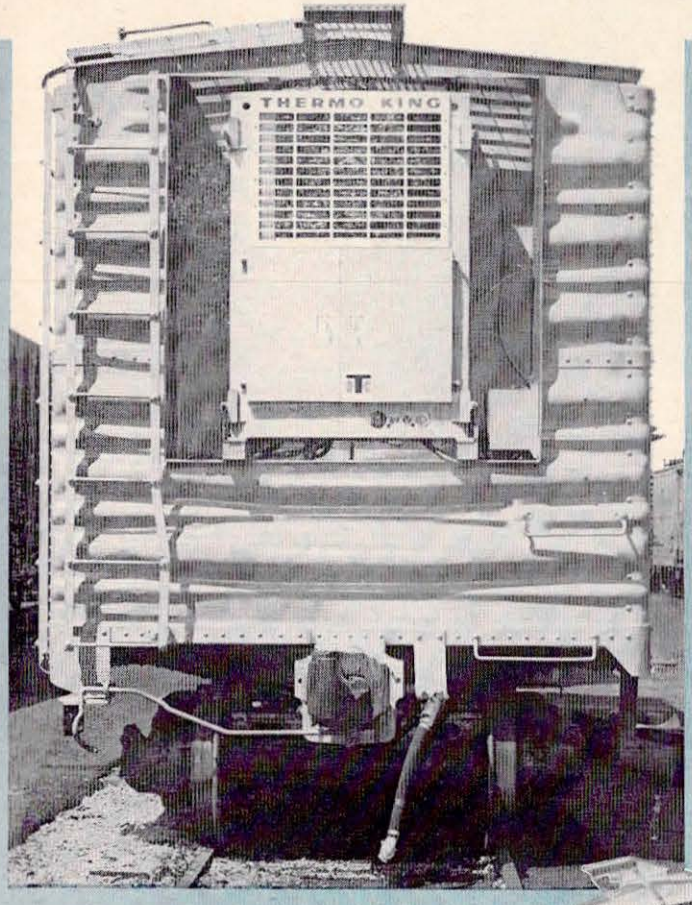
THERMORATED*

THERMO KING Model NWD INCREASES PAYLOAD SPACE 15% IN ICE BUNKER CAR CONVERSION



- Increases interior length from 33′ to 38′ to add 274 extra cubic feet in 40′ ice cars.
- A one-piece factory-tested unit, ready to run when shipped.
- Unit is simple to install and easy to service.
- Powered by rugged, dependable Mercedes-Benz diesel.
- Offers full range temperature control from −20°F. to 80°F.
- All components specially built for roughest transport conditions.
- Electric power standby option is available.
- A super capacity system that will easily handle 50′ cars as well.

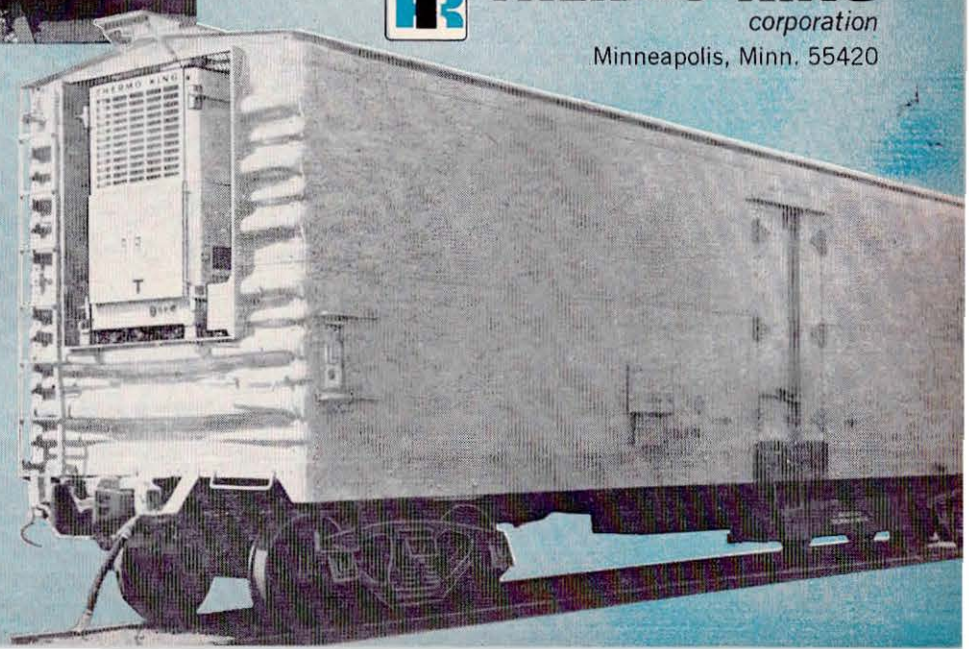
Up front mounting of NWD system offers operational advantages. Condenser is cooled by unobstructed flow of clean air. Unit occupies no floor space, and only a few feet of cargo space. It is economical to operate under all types of transport conditions.

World Leader in Transport Refrigeration

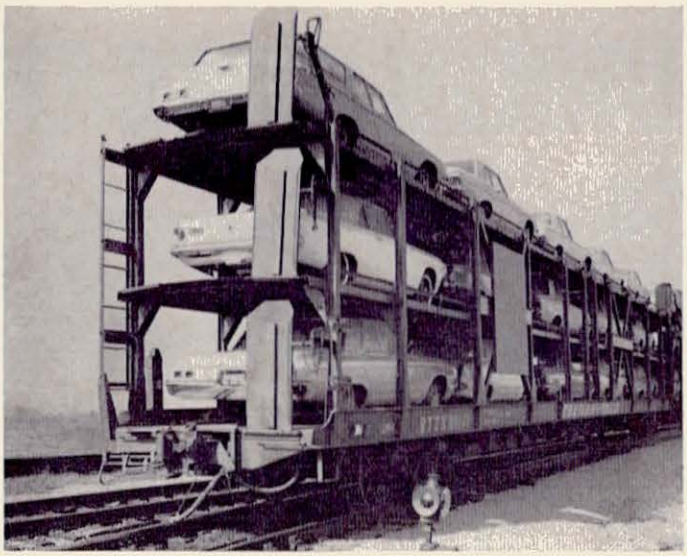
THERMO KING
corporation
Minneapolis, Minn. 55420

Only THERMO KINGS are
*** THERMORATED**

- **VERIFIED PERFORMANCE**—Rated capacity with assured reliability
- **JOB ENGINEERED**—Developed for a specific requirement
- **TOTALLY "BUILT-FOR-TRANSPORT"**—Custom components with rugged durability
- **SERVICE/PARTS PROTECTION**—Factory authorized dealers everywhere



Why do FreightMasters work so much better on TTX cars than they do on boxcars?



They don't.

FreightMasters can be found on thousands of boxcars, gondolas, bulkhead flats, and many other types of cars.

But the thousands of TTX cars that carry the built-in protection of FreightMaster hydraulic end-of-car cushioning systems make Trailer Train our largest single customer by far.

FreightMasters bring these same benefits to boxcar owners:

They work.

They never need addition of hydraulic fluid or periodic checking of hydraulic gauges.

They mount in each end of the car, so camber problems are eliminated.

They help protect car structures *including the center sill,* as well as lading.

They help protect adjoining cars because FreightMasters work independent of one another in each end of the car.

They are built by the largest non-proprietary manufacturer of cushioning systems in the country.

They add thousands of pounds to a car's revenue capacity because FreightMaster installation can be accomplished without heavy dual sills and massive cover plates.

They are backed by a staff of service personnel who are almost as fast as they are friendly.

There's more to the FreightMaster story. May we tell it to you?

FreightMaster is a Division of Halliburton Company, 424 West Vickery Boulevard, Fort Worth, Texas 76101. Telephone – AC 817-ED 5-3046. In Canada, contact Hawker Siddeley Canada Ltd., Montreal.

FreightMaster®

DIVISION OF HALLIBURTON COMPANY

END-OF-CAR HIGH-CAPACITY
HYDRAULIC CUSHIONING SYSTEMS

Circle 46 on reader service card

MARKET OUTLOOK

Carloadings

Loadings of revenue freight for the week ended Feb. 19 were not available as this issue went to press.

PIGGYBACK CARLOADINGS—U.S. piggyback loadings for the week ended Feb. 12 totaled 21,089 cars, carrying 35,168 trailers, compared with 18,587 cars, carrying 30,200 trailers, in the corresponding 1965 week. Loadings for 1966 up to Feb. 12 totaled 118,120 cars, carrying 193,776 trailers, compared with 106,145 cars, carrying 172,952 trailers, in the corresponding period of 1965.

IN CANADA—Carloadings for the seven-day period ended Feb. 7 totaled 74,620 cars, compared with 91,090 for the previous ten-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada		
Feb. 7, 1966	74,620	24,533
Feb. 7, 1965	67,835	22,862
Cumulative Totals		
Feb. 7, 1966	369,022	127,621
Feb. 7, 1965	348,565	121,434

Loading statistics can be misleading

Railroad men know that carloadings alone are no longer a valid measure of the volume of freight the carriers are handling. But the point is often lost on the general public—and the press. So Walter A. Renz, president of the American Railway Car Institute, last week issued a statement designed to clarify the situation. Noting that "reports of railroad freight car shortages are misleading if they do not take into consideration the fact that a long-standing economic guidepost—carloadings—is now obsolete," he added:

"If you only tally cars loaded each week and do not take into consideration the fact that we are building bigger cars today, you can arrive at a wrong conclusion. The average capacity of new freight cars now being installed is 80 tons compared with the 56-ton average for those being retired, and it will not be long before 125-ton and 150-ton cars will make the railroad carloading statistic even more obsolete."

FREIGHT-TRAIN CARS

► *Pennsylvania.*—Will build 600 new gondola cars in its Samuel Rea Shop, Hollidaysburg, Pa., at a cost of $7.3 million. Included are 400 52-ft, 100-ton cars and 200 65-ft, 70-ton cars. All will have roller bearings. Deliveries are scheduled to begin in June and be completed by November. "With this latest addition," says Allen J. Greenough, PRR president, "new equipment built or on order for 1966 up to now totals 4,367 cars costing $79 million. Our current new car program includes 1,769 box cars of eight different types, 1,500 coal hopper cars, 600 gondolas, 426 covered hopper cars, 70 flat cars and two super-jumbo tank cars." He added that current plans include rebuilding or rehabilitating 2,525 freight cars at a cost of $15 million, and making extensive repairs to 3,750 other freight cars for $4.7 million.

PIGGYBACK

► *Trailer Train.*—Ordered an additional 759 cars as follows: from ACF, 242 standard-level flats and one all-purpose flat; from Bethlehem, 326 standard-level flats and one all-purpose flat; from Pullman-Standard, 68 low-level flats, 120 standard-level flats and one all-purpose flat. The new orders bring TTX purchases since Jan. 1 to 1,676 cars. As of Feb. 15, TTX had 31,801 cars in service or on order.

LOCOMOTIVES

► *Santa Fe.*—Ordered 60 diesel-electric locomotives at a cost of $16 million. EMD will build 30 3,600-hp units. General Electric will build 10 2,800-hp units. The EMD locomotives will be designed to operate at speeds up to 70 mph and will be assigned to transcontinental freight service. The GE units will be designed to operate up to 90 mph and will be used in both passenger and freight service.

NEW FACILITIES

► *Detroit & Toledo Shore Line.*—Ordered equipment from American Brake Shoe to convert a 21-track flat yard to a retarder yard with semi-automatic controls. Included will be an automatic route switching system.

► *Reading.*—Has purchased 25 REM-GUNS from the Railway Equipment & Methods Co. The units, when attached to locomotive main reservoir lines, will be used for snow removal, pocketing switches, cleaning locomotives, cars and other heavy equipment.

FOREIGN

► *Pakistan Western Railway.*—Will buy 20 broad-gauge diesel-electric locomotives with the help of a U.S. loan authorized by the Agency for International Development. Under the agreement, $4.8 million will be available in dollar exchange to buy the locomotives and an initial supply of spare parts in the United States. The new locomotives, of approximately 2,150 horsepower, will be used to meet growing passenger-service needs. Increases in the railway's passenger and freight traffic have surpassed forecasts, growing by 3½% and 7%, respectively, per year.

YOU OUGHT TO KNOW

MoPac buys into Santa Fe: The mid-January rumor that Missouri Pacific was buying Santa Fe stock (touched off when several large blocks of Santa Fe non-callable preferred were traded) was confirmed by William G. Marbury late last week. Marbury, chairman and president of the Mississippi River Corp. (which owns 58% of MoPac's Class A stock), and MoPac President D. B. Jenks indicate they have purchased about 2,000,000 shares of Santa Fe preferred. Santa Fe has 12.4 million shares of preferred outstanding in a total of about 37 million shares of stock with voting rights. The purchase, said Marbury and Jenks, "recognizes MoPac's strong belief that the natural and logical development in the realignment of the railroad industry west of Chicago and west of the Mississippi River will include amalgamation of the Santa Fe and the Missouri Pacific System." Meanwhile Santa Fe says merger talks with MoPac late in 1964 were suspended because of litigation between MoPac's Class A and Class B shareholders. Santa Fe President E. S. Marsh indicates Santa Fe would be interested in reopening merger studies whenever the dispute between MoPac shareholders is resolved.

Car Service Division Office moves: The Omaha, Neb., office of the AAR's Car Service Division and of the Central Western Shippers Advisory Board has moved to new headquarters. The new address is 101 Union Station, 10th and Marcy Streets, Omaha, Neb. 68108. All correspondence and reports—carloading statements (RB-3), weekly car efficiency reports, circulars. crop reports—should be mailed to J. K. Miller at the above address. Miller is car service agent for the Car Service Division office and field secretary for the CWSAB.

Why Fruehauf is bullish: The Fruehauf Corp., whose 1965 earnings hit a record $22.9 million (up 28% over 1964), is looking for another good year. One basic reason for optimism: "A healthy national economy and booming business in the transportation industry." More specifically: "The recent standardization of containers for worldwide service by the American Standards Association and subsequently by the International Standards Organization should substantially increase the demand for units to be used in containerized worldwide shipments of freight by truck, rail, sea and air."

MTMTS has a birthday: The Military Traffic Management and Terminal Service (MTMTS) observed its first birthday Feb. 15 as a single-manager agency for all military transport within the continental U.S. Maj. Gen. John J. Lane, commander of MTMTS, listed these accomplishments: (1) Directing the movement of close to 10 million tons of cargo through ocean terminals; (2) contracting for the movement of 1.3 million passengers; (3) managing the movement and storage of household goods totaling $350 million.

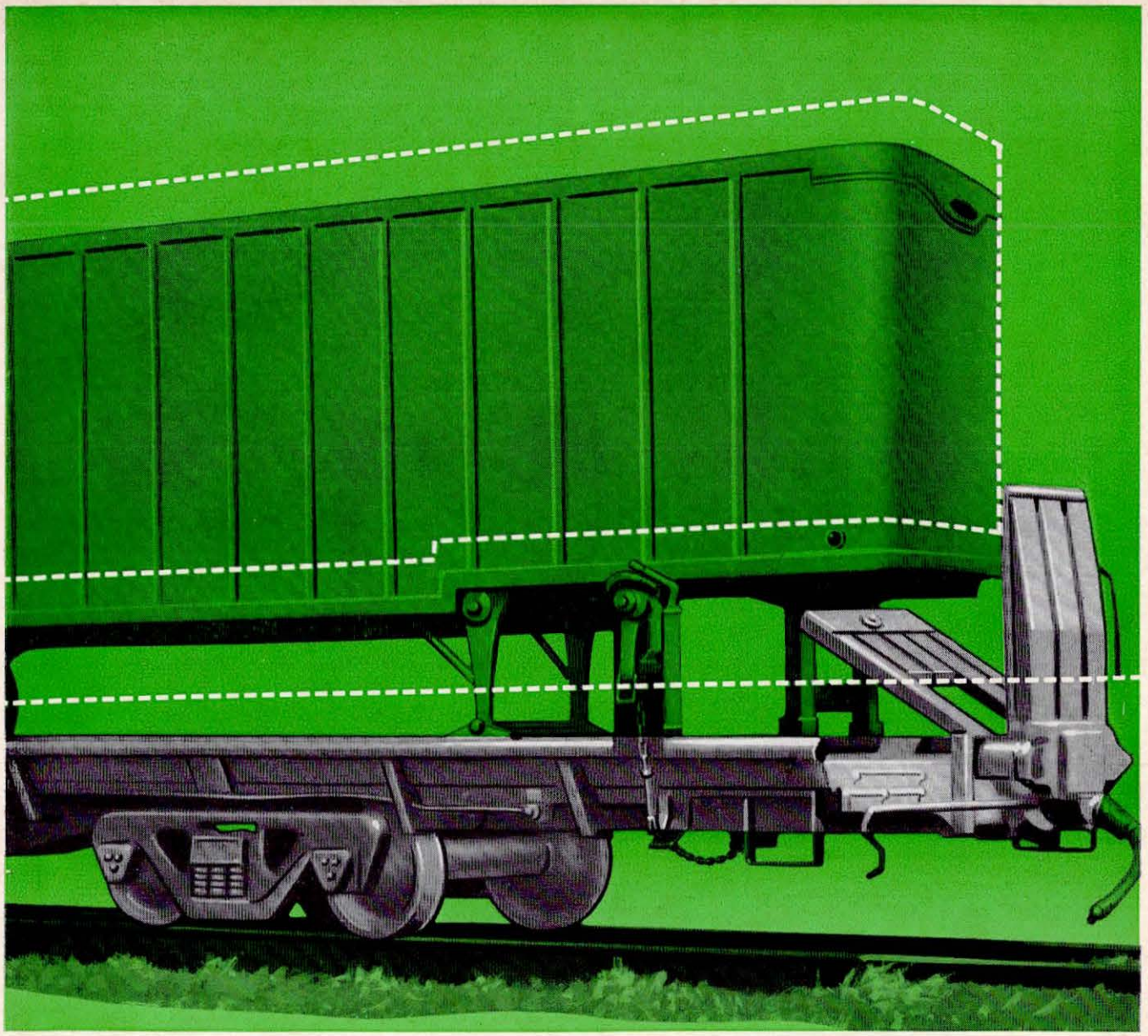
Railweight goes to Europe: International Railroads' Weighing Corp. of Northfield, Ill., announced last week that Great Britain's National Coal Board has ordered the first European installation of the Railweight (weighing-in-motion) track scale system. The initial installation will be completed at a Yorkshire colliery by March 15. The company said 19 other installations are pending in Britain.

Broken rail blamed for accident: The ICC has ruled that a broken rail—"due to inadequate maintenance"—caused a Union Pacific passenger-train derailment at Beetland, Colo., July 26, 1965. The train was traveling at 75 mph when the accident occurred, derailing three cars, said the ICC. One passenger was killed, and 54 passengers and 29 railroad employees were injured.

Truck tonnage: Intercity truck tonnage in the week ended Feb. 12 was 7.2% above that of the previous week, and 9.8% ahead of volume in the corresponding week of 1965, according to American Trucking Associations.

Current statistics

Net Income	
9 mos., 1965	$540,000,000
9 mos., 1964	500,000,000
Carloadings, revenue freight	
6 wks., 1966	3,124,775
6 wks., 1965	3,127,765
Freight cars on order	
Jan. 1, 1966	45,016
Jan. 1, 1965	32,698
Freight cars delivered	
12 mos., 1965	77,812
12 mos., 1964	69,078
Serviceable cars	
Jan. 1, 1966	1,402,459
Jan. 1, 1965	1,398,503



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THE ACTION PAGE

What does 'utilization' mean?

How do you measure equipment utilization? There is equipment that makes only seven turns per year that earns handsomely. There is equipment that makes several turns per month that earns very little. There is equipment that earns handsomely but which costs so much in the first place that its contribution to the "left over after costs" column is suspect. A box car, for example, that is valued at $5,000 does not need to earn as much as a TOFC car with two reefer trailers that may have cost $50,000 or more. Similarly, what's the economic difference between a car loaded with 50 tons that travels 100 miles a day and a car loaded with 100 tons that moves 50 miles a day?

Discussions of utilization tend to be a lot like the hassles baseball fans get into when they argue about which of the many statistics of ballplayers' performances mean the most. In baseball, batting averages, fielding averages, slugging averages and other statistical measures theoretically add up to a ballplayer. The difference between baseball and box cars, however, is that in baseball there is general agreement on what kind of performance makes a valuable player whereas there is no such consensus among railroad men when they talk about equipment.

One railroader will talk enthusiastically about his computerized equipment-control system because it has raised covered hopper utilization on his road from less than one turn per month to 1.6 turns per month. Another railroader will talk in awe of the fact that his road is getting 100 miles a day from TOFC equipment. Yet another railroad man will state equipment performance in dollars per month.

A question of viewpoint

There are reasons for all this viewing from various angles—the same reasons behind the statistical tabulations of major league ballplayers. Batting coaches, fielding coaches, pitching coaches, managers and owners need to have a handle in making decisions and exercising control. Their counterparts are not hard to spot in rail operation.

Mechanical officers view utilization as a function of cost, performance—and how long the car stays away from the rip track. Sales officers tend to view utilization as the result of turns per month and dollars of gross produced. Financial officers may view equipment as a chunk of the debt structure. Railroad presidents do all of this but, in addition, view equipment as part of a larger distribution mechanism the company (a common carrier) uses to service the transportation requirements of a territory. That territory needs to move things that are cheap and things that are dear, things heavy and light, and these things need to be moved near and far—as the shipping public requires they be moved —at rates that are public and available to all.

It takes no great insight to see that much of the discussion about utilization does not take adequate account of one basic fact in railroad existence. Railroads are common carriers, obliged to move whatever is offered to them for movement. And if there is an underlying social advantage railroads have over other modes (as well as the inherent economic advantages we're always talking about) it is this very universality of service. No other mode is likely to ever approach it.

Some basic questions

The industry is moving into an historic reformation of equipment and technique. It would be, in this paper's view, a mistake to lean too hard on the utilization-measuring figures in use. In concentrating too much on turns per month, miles per day or dollars per month carriers could lose sight of the billions of tons they handle as common carriers —and not as tailored parts in the distribution systems of specific commodities. Like a ballplayer, a railroad car may have substantial value to the over-all effort without making a dazzling show in the statistics.

With equipment pouring into the carfleet at a better-than-a-billion-dollar-a-year clip perhaps it is time for railroad men to sit down and ask themselves some basic questions—as they did when the larger cars forced the industry to keep count of ton-miles as well as carloadings. Ton-mile standards for specific classes of cars might not be a bad idea —if proper evaluation were made for the less spectacular performance of general purpose equipment. Such standards might help simplify both rate decisions in day-by-day operations and the factors involved in the trend toward rationalizing the rate structure itself. Such standards could be necessary if the quest for utilization efficiencies is to succeed without damaging the industry's over-all performance as a common carrier.

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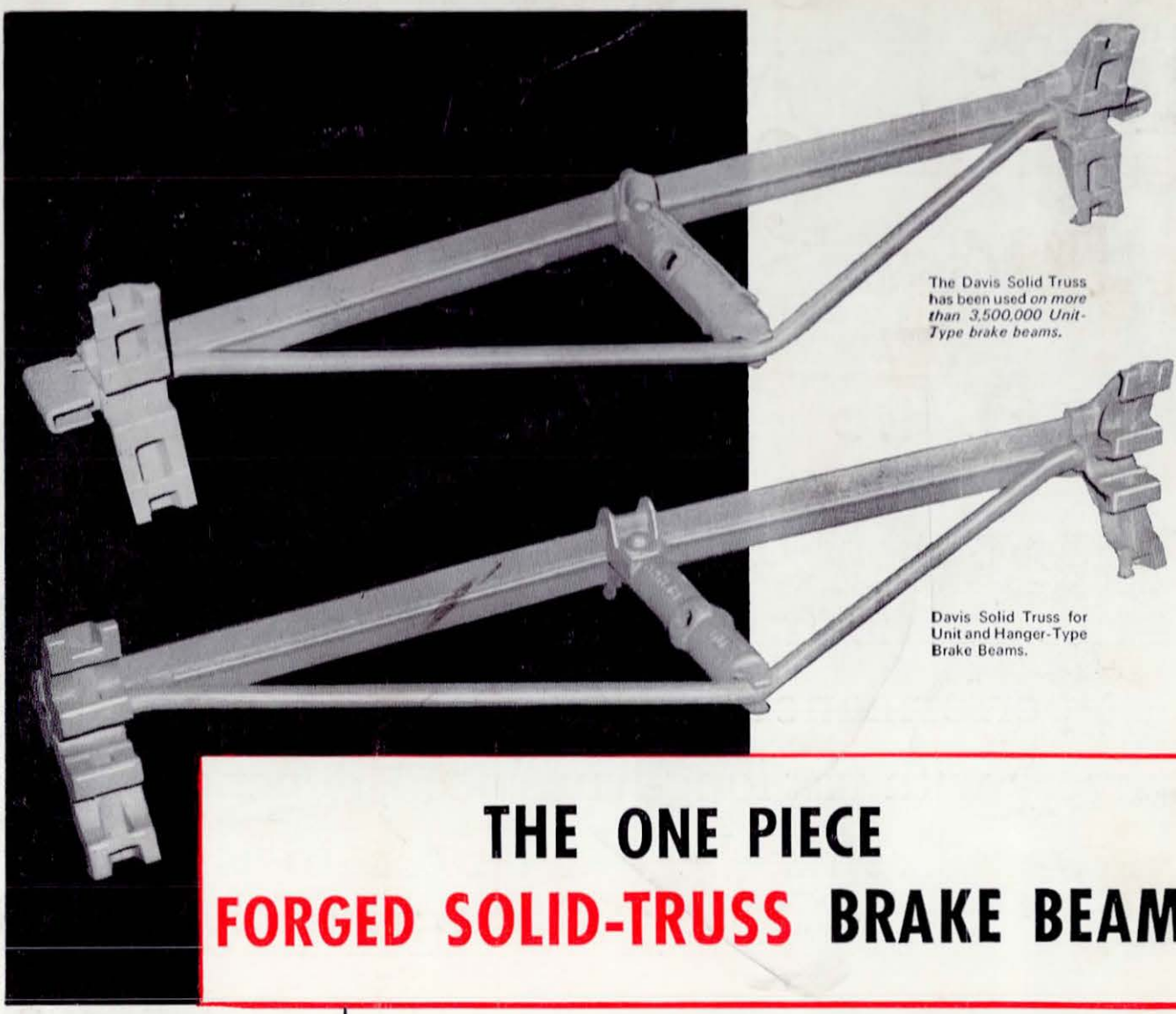

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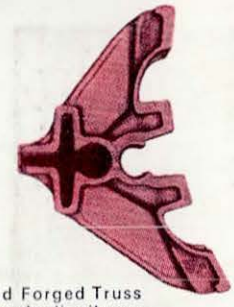

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